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Sales Management

AND ADVERTISERS' WEEKLY

OCT 10 1928

TWENTY CENTS

OCTOBER 6, 1928



THREE Sales in place of ONE ...thru Display!

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in window and
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Cabinet
Size
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Perfecto and
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Epicure 10¢

**Blackstone
Cigars**

Cabinet
Size
10¢

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WAITT & BOND

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Advertising Manager

WAITT & BOND, INC.
MANUFACTURERS OF
BLACKSTONE & TOTEM CIGARS
100 NEW BRITAIN STREET, NEWARK, N. J.

C. A. COLLIER, TREASURER
C. D. HATFIELD, VICE PRES.

Einson-Freeman Co.,
511 East 72nd St.,
New York, N. Y.

July 25, 1938.

Attention, Mr. Lawrence J. Engel
Dear Mr. Engel:

In reply to a very pleasing comment on the
contributions it is one of the best they have ever seen
advertising a cigar.

Very truly yours,

WAITT & BOND, INC.
Lawrence J. Engel

EINSON-FREEMAN CO., INC.

Lithographers

OFFICES AND COMPLETE MANUFACTURING PLANT
511-519 East 72nd Street • New York City

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October 6, 1928
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Sales Management

AND ADVERTISERS' WEEKLY

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CONTENTS

Our Salesmen Fix Their Own Salaries	9
<i>By C. D. Garretson, President, Electric Hose & Rubber Company</i>	
The Small Dealer—Drop Him or Hold Him?	11
<i>By Stephenson McChesney</i>	
George Lee Challenges His Salesmen	12
<i>By D. G. Baird</i>	
Finding the Name That Sells	15
<i>By Ruel McDaniel</i>	
Sweep Your Own Front Step!	17
<i>A continuation of the agency scrap, by J. E. McGiffert, Secretary, The McLain-Simpers Organization</i>	
New England Begins to Shake Off the Mouse-Trap Myth	18
<i>By Bernard G. Priestley</i>	
Merchandising Containers Boosts Repeat Sales	21
<i>By James M. Mosely</i>	
Campaigns to Be Launched in Industrial Markets	22
<i>The thirteenth article of a series by R. Bigelow Lockwood</i>	
Why Next Year Will Show Big Gains in Magazine Advertising	25
<i>By Henry J. Wright</i>	
Uncle Sam Studies Color Problems	28
<i>By Waldon Fawcett</i>	
The Advertising Gallery	30-31
August Newspaper Lineage in Forty-One Cities	34
Latest News in Sales and Advertising, Beginning on	36
Will the Private and Unadvertised Brands Perish?	56
Production Economy at the Expense of Sales	56
Art in Advertising	56
What Sales Training Does	56

RAYMOND BILL, *Editor*; HENRY J. WRIGHT, *Advisory Editor*; EUGENE WHITMORE, *Managing Editor*; H. C. NORTH, A. R. HAHN, *Associate Editors*; EUGENE DE LOPATECKI, *Art Editor*; LAWRENCE M. HUGHES, *News Editor*.

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SALES MANAGEMENT, INC.
420 Lexington Avenue, New York, N. Y.

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It is read by intelligent people of all classes. Both its news and advertising columns are accepted as simple truth.



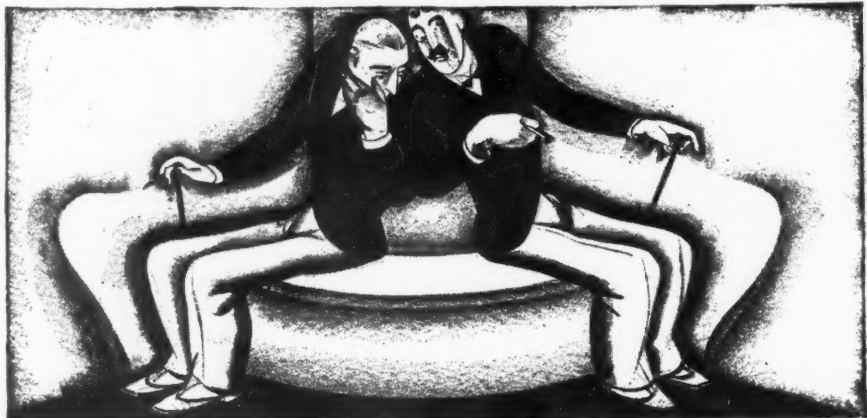
Such a medium, so received in such a territory, cannot fail of results to the Advertiser and no campaign designed to cover the Metropolitan District is complete unless it includes the

Newark Evening News

Always Reaches Home

EUGENE W. FARRELL
Business and Advertising Manager
215-221 Market Street, Newark, N. J.

O'MARA & ORMSBEE, INC.
General Representatives
New York Chicago Detroit
San Francisco



They Say That—

R. S. COLE has been promoted from general sales manager to vice-president in charge of sales of the Hupp Motor Car Corporation, Detroit.

Several other changes have just been effected in the Hupp organization. ARTHUR VON SCHLEGEL, first vice-president, secretary and treasurer, has resigned, but will continue as a director. RALPH P. LYONS, formerly comptroller, is now treasurer, and GEORGE E. ROEHM, formerly assistant secretary, is now secretary.

W. S. GRAHAM has been promoted from production manager to vice-president in charge of manufacturing.

FRANK H. ESPENHAIN has joined the Fisk Tire & Rubber Company, New York, as executive vice-president. Mr. Espenhain until recently was in the sales division of the Goodyear Tire & Rubber Company.

The exact nature of his duties with the Fisk company have not been announced.

EDWIN FARNHAM GREENE, who resigned recently as treasurer of the Pacific Mills, has organized Edwin Farnham Greene & Company, Inc., textile managers and counselors in planning and financing consolidations and reorganizations in that industry. Headquarters will be at New York.

JOHN T. DAILY has been elected a vice-president and director of Pilcher-Hamilton-Daily Company, recently formed at Chicago by the merger of Pilcher-Hamilton Company and Daily Brothers. Mr. Daily will also have charge of the cordage department.

T. B. HARNED has been appointed sales manager of the Fruit Juice Products Company, recently formed at Oak-

land, California, for the manufacture of orange, lemon and grapefruit juices. JOHN H. IRISH is president.

C. W. CURTIS has succeeded D. F. SULLIVAN as advertising manager of Endicott-Johnson Corporation, shoe manufacturers, Endicott, New York.

C. M. CHEADLE, JR., at one time advertising manager of the Barber-Coleman Company, Rockford, Illinois, and more recently associated with George F. McKiernan, advertising agency of Rockford, has been appointed advertising manager of the Kearney and Trecker Company. He succeeds E. H. BRUCE, now in charge of new standardization work for the company.

A. M. DAY, formerly manager of the syrup sales department of the Coca-Cola Company of Canada, Ltd., has been promoted to Western manager, succeeding W. N. JOHNSON, now manager of the Coca-Cola Bottling Company of Hartford.

ALBERT H. STATON, who has been manager of the bottling company at Hartford, is now in charge of the syrup sales department.

WILLIAM S. RACE has been appointed assistant to A. M. Taylor, director of advertising and sales promotion of Copeland Products, Inc., manufacturers of electric refrigerators, Detroit. Mr. Race has been with the Graphic Arts Guild there.

HENRY KIRKLAND has become merchandising director of the Trico Products Corporation, Buffalo. He will devote his time particularly to promotion of Visionall, a new windshield wiping device. Mr. Kirkland was for several years an executive of the Automotive Equipment Association.

Sales Management

AND ADVERTISERS' WEEKLY

VOLUME SIXTEEN, NUMBER ONE

NEW YORK, N. Y., OCTOBER 6, 1928

Our Salesmen Fix Their Own Salaries

As told to James True

BY C. D. GARRETSON

*President, Electric Hose and Rubber Co.,
Wilmington, Delaware*



C. D.
Garretson

The surest way to make a conservative of a radical is to give him responsibility. The Electric Hose and Rubber Company have found a way to make their salesmen more conservative in salary demands by putting all the responsibility on the salesman's shoulders. The plan has eliminated salary squabbles, increased sales and decreased selling costs. "Permitting our salesmen to fix their own salaries is one of the most satisfactory things we do," says C. D. Garretson, president of the company, in this article

salaries, or that it would be a good policy to adopt without due preparation. In our case it is a natural outcome of previous practices. Naturally, our entire policy has had a great deal to do with our growth, and I can say that allowing our salesmen to fix their salaries has been one of many contributing factors in reducing our sales force from twenty-four salesmen to ten, during the last seven years, and increasing our business to a most satisfactory extent.

About seven years ago we decided to confine our distribution entirely to the wholesale channel. This naturally required fewer men and it necessitated a larger volume for every man. In our business it is not practicable to pay commissions. We have always paid salaries, but for ten years our salesmen have shared our profits. Our men are of the highest type and every man has

a specific territory in which he is boss. He looks after all of our business interests in his territory, and he serves the organization in several activities besides selling. Therefore, we hold that he should be paid according to his value, and not solely on the basis of the volume of orders he takes.

Many manufacturers are represented in much the same way and I am sure that they are continually puzzled in determining just what to pay their men. With us, when we employed a new man, it was always something like a game of poker. We wanted to get good men and we wanted to employ them at as low a figure as possible within reason. When a man applied his mind was active in getting as much as he could and our thought was concentrated on employing him as reasonably as seemed right, and the outcome was never entirely satisfactory.

OF the several phases of our business policy that are considered unusual, our allowing our salesmen to fix their own salaries probably excites the most comment. Our salesmen are rather proud of it. And it is one of the most satisfactory policies we subscribe to.

I don't mean to say that it would be a good thing for every manufacturer to allow his salesmen to fix their



Photo by Underwood & Underwood

¶ "The salesman has an ambitious wife . . . evidently he talked it over with her . . . the subject of salary has never come up since."

Then, after a man had found a place on our force and made good, it was always a problem as to when and how much to raise his salary. If a new man went into a territory that was already developed, and if he increased the business, we were puzzled to know how much of the increase was due to the salesman's efforts and how much to the various promotional programs we carried on. When a man asked for more money we immediately began to counteract his argument by setting forth how much the office had done to develop his territory and how easy it was for him to sell goods of high quality.

Naturally, this sort of thing was not satisfactory, either to the salesman or the office, and there was always more or less of an undercurrent of misunderstanding. Always in the back of my mind, when I was talking to a salesman who was dissatisfied, was a thought as to the possibility of the man's quitting us. Also, under the circumstances, I was always thinking about where I could get a good man to take the place of a good sales-

man who left us. Therefore, we stood for raises many times merely because I did not want to break in new men. In other words, not infrequently our salesmen forced our hand on a basis of meeting competition, and not according to the value of the service of the men.

After going through this unpleasant experience in employing men, and repeating it at least once a year with most of the members of the sales force, I grew tired of it. Among other progressive measures we had adopted the practice of allowing all of our customers to adjust their own complaints. For several years this policy had been very satisfactory; then one day in talking to an applicant it occurred to me to use the same principle in the employment of the salesman. That was about three years ago. The applicant was qualified in every way, I thought, to represent our company. After a long talk with him, I told him that he was employed as far as we were concerned, and that he should come to the factory for instruction. He replied that he was

thoroughly sold on the company and would like to work for us, but that he would like to have a definite agreement as to his salary. My reply was that he could fix his own salary. I explained our policy regarding customers' complaints and told him that he could go ahead and name any salary he was convinced he was worth and that we would pay it.

"Money doesn't grow on trees here, of course," I continued. "You have a certain amount of profitable business established in the territory you are going to take over. This business is valuable to us, and it must be taken care of and developed. Although we think you are qualified to do the job for us, we know comparatively little about you. Either you are a worker or a loafer, and either you have the business ability and intelligence to carry on our business in the way we want, or you have not. You know more about yourself and your ability than anyone in the world. You have an idea of what you are worth to this company, and

(Continued on page 46)

Dropping dealers is ticklish business. For good will is a tremendous asset. And ill will is a real tangible detriment.

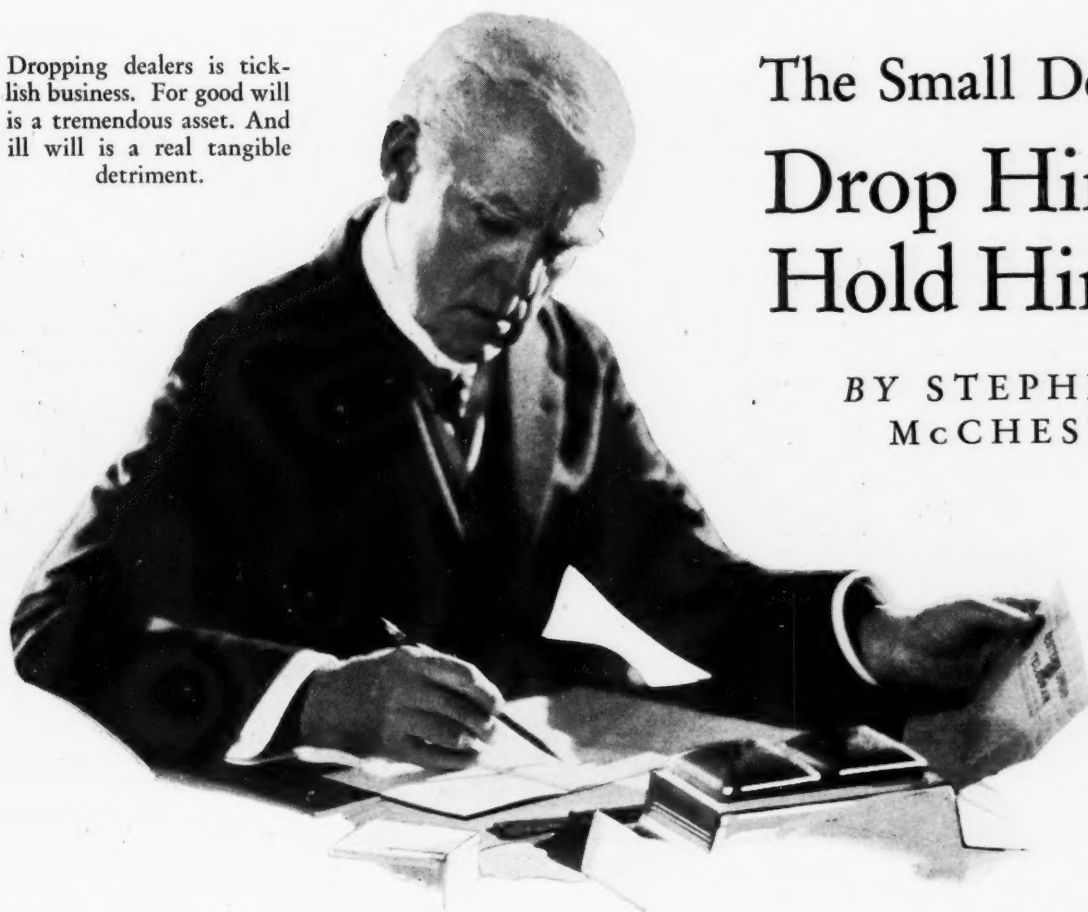


Photo by
Underwood
and Underwood

The Small Dealer— Drop Him or Hold Him?

BY STEPHENSON
McCHESNEY

THE more dealers the merrier—so long as their accounts are profitable. But what to do about those which do not pay a profit?

Perhaps there are long intervals between their orders; perhaps their purchases are reasonably frequent but so small as to be unprofitable; perhaps many months have passed since their last orders.

But bookkeeping costs go on, advertising material must be prepared, clerical and credit staffs have to be maintained, the salesman's expenses met.

And dropping dealers is a ticklish business. For merchants' good will is a tremendous, if sometimes nebulous, asset. And their ill will, if incalculable, is a real, tangible detriment.

So summary closing of unprofitable accounts without a word to the dealer will not do. There's a generality, and as Anatole France quotes, "Every generality is untrue, including this one."

In the case of the unprofitable accounts of one large manufacturer, for example, when credit complications cloud the blue of sunny skies, there seems no alternative but to ring down the curtain. This step follows only after reasonable efforts by the credit department to establish terms have failed. Of such dealers just a very, very few are ever heard from again.

The objection to closing apparently dead accounts without a word is that so many such sometime dealers send in an order later and one is faced with the unpleasant necessity of telling them that they are no longer entitled to dealers' discounts.

Better by far to tell them in advance and at least make an effort to keep their good will.

But how, and how much expense should be incurred doing whatever should be done?

Here's how the manufacturer referred to handles the problem. If a salesman is soon to make the town where an unprofitable account is located, he is instructed to explain the situation as diplomatically as possible, and, unless he secures a satisfactory order, refer the dealer to a nearby jobber and report to Homeburg, recommending removal of the merchant's name from the dealers' list. Such calls really save expense because future, time-wasting calls are obviated.

If a salesman will not make the town soon, or at all, the problem is up to a correspondent.

He can sit and chew his pencil, call his stenographer, fidget while she fidgets, dictate a letter, and then tear it up after transcription. At best he has considered but one case.

Or he can plan a campaign to cover

all cases, spend a day or two getting it started, and then watch it work, noting results.

Twice this year this correspondent has gone through his accounts and called off to a clerk the names of unsatisfactory dealers.

A moment's study and they are classified. Credit n. g.—out they go. No purchases in so many months—write 'em a letter, number 1. Recent purchases so small that the account is being carried at a loss—write 'em a little different letter, number 2. Special cases—dictate a letter based on either number 1 or number 2. Total expense—almost negligible—5 cents per account, perhaps.

In the current checking up of unprofitable accounts approximately the following percentages obtained:

Credit n. g.	6%
No. 1 letter	32%
No. 2 letter	42%
Special cases	13%
Refer to salesman	7%

The letters are mimeographed and filled in, and the names of jobbers are supplied at the bottom. The lists are put on tickler for two weeks. On the basis of a similar check-up in March, 1928, the following results are expected:

A. Dealers order and are left on list.....	30%
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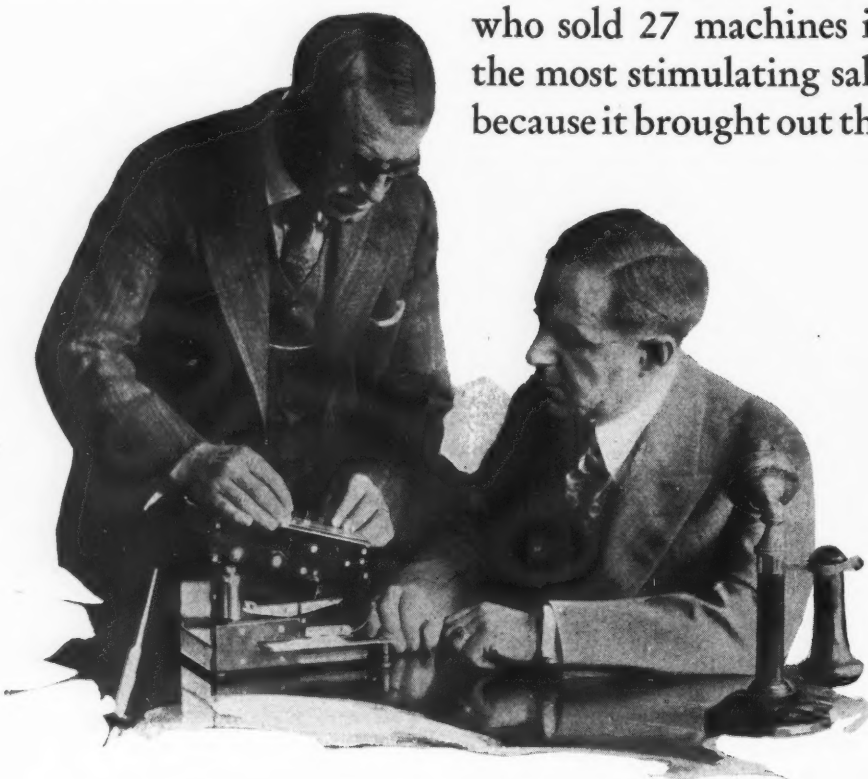
(Continued on page 61)

George Lee Challenges

A SALES manager has thrown down the gauntlet to the 450 salesmen under his supervision, the salesmen have accepted the challenge, a fierce struggle has taken place and the sales manager has won a great victory.

Just about everything that should have been proved has been proved, and every result that should have fol-

"I can outsell any man on the sales force," said George W. Lee of the Todd Company to his salesmen. The men accepted his challenge and nearly everybody broke sales records. One salesman tied Lee, selling 22 machines during "Challenge Week." But the record was soon broken by another salesman who sold 27 machines in one week. It was one of the most stimulating sales ideas Todd has ever tried, because it brought out the latent ability in every man.



Mr. Lee made seventy-five calls during his "Challenge Week," reached fifty-nine prospects and sold a "Century" every two and one-half hours of working time.

lowed has followed "Challenge Week," when George W. Lee, manager of the Check Writer department of the Todd Company, Rochester, New York, went out personally and in a formal contest sold more machines than any Todd salesman in the country save one, who succeeded in tying him.

Fifteen years ago Mr. Lee was a Todd salesman in the Youngstown territory, and he was a good one. Then he was called to the home office and there promoted from one position to another during the years that followed until he reached the position which he now occupies. For nearly

thirteen years he had done no selling whatever. During much of this time he had been trying to teach others how to sell, however, and he was firmly convinced that the methods which he advocated were right. Then at the beginning of the current year the Todd Company brought out a new model check protector, the "Century Protectograph," and as he studied how best to put over this new product a daring plan gradually developed in his mind.

"I was convinced that the production of the average salesman was entirely too low, but how to convince the salesmen of that fact was a problem,"

Mr. Lee explained. "It had been nearly thirteen years since I had done any selling and conditions had changed greatly during that time. My high record as a salesman had been twenty machines in one week, but that record had been made when we had no competition and with a machine that sold for \$30. When I would tell our salesmen what they could and should do, therefore, their natural reaction was to think, 'What does he know about it? If he had to sell these days, when the market is already glutted, when we

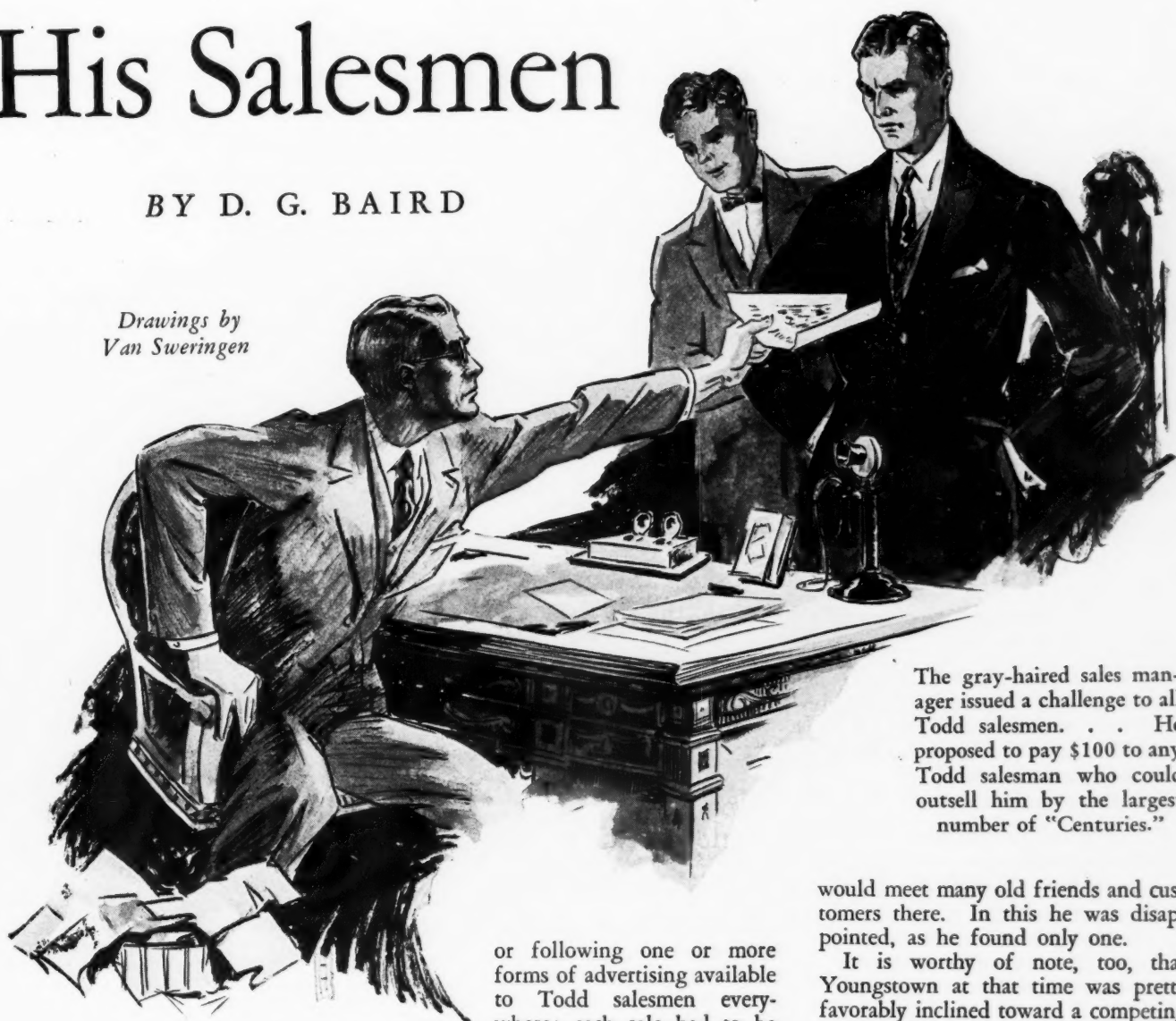


Willard N. Johnson learned about the selling tactics of lawyers while on jury duty.

His Salesmen

BY D. G. BAIRD

*Drawings by
Van Sweringen*



The gray-haired sales manager issued a challenge to all Todd salesmen. . . . He proposed to pay \$100 to any Todd salesman who could outsell him by the largest number of "Centuries."

have to buck all kinds of competition, and when the machine sells for \$80 instead of \$30, he would find that we are up against a lot tougher proposition than he had when he sold twenty machines in one week way back before the War.'

"I was always a firm believer in the demonstration method of selling and the thought occurred to me, why not give a demonstration in this case? Why not go out and demonstrate the practical value of the selling principles which I have been advocating? Why not prove—or at least make an effort to prove—that I could go out now and sell twenty machines in a week?"

The result was that this gray-haired sales manager issued a formal challenge to all Todd salesmen to compete with him in one week's selling. The challenge was made in a circular which outlined the details of the contest. All sales were to be made personally by the challenger and challenged, either on "cold turkey" calls

or following one or more forms of advertising available to Todd salesmen everywhere; each sale had to be made on regular terms; no

more than two machines sold to one firm would count; the challenged would work in their own territory, while the challenger would work in one of the cities where he was a salesman in 1913-'14. To prove his sincerity and to back up his expressed belief that he could outsell any Todd salesman in the country, the challenger proposed to pay \$100 to any Todd salesman who should outsell him by the largest number of "Centuries," \$50 to the one who outsold him by the second largest number, \$25 to the third, \$15 to the fourth, and \$10 to the fifth; a total of \$200. It was further agreed that if no one succeeded in outselling the challenger—and no one, therefore, won any of this prize money—the sales department would pay similar amounts to those who most closely approached his record.

Mr. Lee chose Youngstown as his field of activity because it was there that he had established his previous record and because he hoped that he

would meet many old friends and customers there. In this he was disappointed, as he found only one.

It is worthy of note, too, that Youngstown at that time was pretty favorably inclined toward a competing product.

It is obvious that the sales manager could not afford to take any unfair advantage in the contest. Everything was strictly "on the level" and he won simply by applying the selling principles which he had been teaching for years.

He could spare only one week from his desk, however, so he engaged others to prepare the way for him. Salesmen employed at branches where junior salesmen are used could do the same thing, while others were privileged—urged, in fact—to do it themselves beforehand. The Todd Company recommends that its machine salesmen survey their territory, select prospects, leave machines on trial, have this list of prospects circularized from the factory, then follow up the prospects and attempt to close the deals. A trade-in proposition is offered. Salesmen were permitted to make all the preliminary preparation before the contest started, but they were not permitted, of course, to hold back any actual sales.

As Mr. Lee could not make this preparation himself, M. S. Stanbro, advertising manager, and Billy Melvin, of the sales department, went down and made it for him. They made a thorough survey and listed 347 of the 2,517 business enterprises as prospects in eight days. The 347 were then classified as A, B, C and D, the A group comprising 101 of what were considered the liveliest prospects.

In the meantime, as much publicity as possible was being secured. The *Youngstown Vindicator* published a story of the forthcoming contest and also ran a feature story on check frauds and payroll robberies; engage-

letter from Mr. Lee, processed in long-hand on the stationery of the Youngstown hotel where he stopped, again referring to his previous sojourn in Youngstown, telling of his purpose there and again asking for a five-minute interview.

While these last two mailings were not standard, they are advocated by the sales department and are furnished any salesman who sends in the material.

With everything in readiness, Mr. Lee started his actual campaign at 7:45 Monday morning, with the local Todd salesman to drive him around and introduce him to the prospects.

Since this story was written another Todd salesman, Christopher H. Poff, working in the Philadelphia territory, has smashed all previous records with sales of 29 machines in one week. A barrage of direct mail advertising preceded his calls. Since Mr. Lee gave his men a high mark at which to shoot with sales of 22 machines in one week, which was equaled the same week by another salesman, the record has been broken twice—once with 27 sales in a week, and again with Mr. Poff's 29 sales in the same length of time. Already this record has been challenged and may be broken by the time this is in print.

ments for Mr. Lee to address two clubs and to speak over the radio, with the chief of police to introduce him, were made, and seven vacant display windows were secured and trimmed with a Todd display.

The prospect list was sent to the factory and was circularized with four mailings. The first of these was a letter-folder announcing the new "Century" model and presenting it in a full color page; the second consisted of several pieces of advertising matter, accompanied by a letter from Mr. Lee briefly outlining his experience with the Todd Company, telling of his intention to spend a week in selling the new Todd machine there, asking for a five-minute interview and enclosing a return postal for the convenience of those who were willing to grant it. Both of these mailings were of standard pieces. The surveyors had secured testimonial letters from six representative concerns in Youngstown and reproductions of these letters, accompanied by a letter from the advertising manager, constituted the third mailing. The fourth mailing was a

"We planned each day's calls the night before," Mr. Lee said. "We left the hotel at 7:45 each morning, our intention being to reach the first prospect as soon as he arrived at his office and the last one just before he left for the day. We also went over our prospect list early in the week and segregated those whose business was such that they would be in Saturday afternoon and saved them for that half day when most of our prospects would not be in. The latest hour at which we made a sale was 8:45 p. m.

"In selling, I followed the regular methods which we have recommended consistently; in fact, the salesman who accompanied me remarked that up to the twenty-first sale I had not shown him a thing he didn't know already.

"There were just two incidents that were somewhat dramatic. One branch manager wanted to buy, but he could not do so without authority from Pittsburgh; I told him to call Pittsburgh on the 'phone and we would pay the charges. It then occurred to him that he had a direct line. He made the call, and we got the order.

"At 10:30 Saturday morning we called on a young woman secretary of the Y. M. C. A. and found her with actual tears in her eyes. She had had one of the machines on trial and she was in love with it, but she could not place the order without the approval of the board. It would not meet until the following week, finances were not in particularly good shape and she doubted whether she would be able to get the purchase order. She was so in earnest—and we were too—that I told her not to worry; I would find someone who would buy a machine and give it to her . . . and I did! The publisher of the *Youngstown Vindicator* got several people to chip in enough to make the purchase. That, by the way, proved to be my twenty-second sale.

"My success was due merely to practicing intensively what I have been recommending to all our salesmen right along; thorough preparation, careful planning and an intensive follow-up."

When Mr. Lee issued his challenge he wanted to sell twenty-one machines in order to break his former record. Then he figured out that a factory week consists of forty-four hours and that he should be able to sell a "Century" every two hours, so he told Walter Todd, general manager, when he started that he was going to sell twenty-two machines. He sold exactly that number.

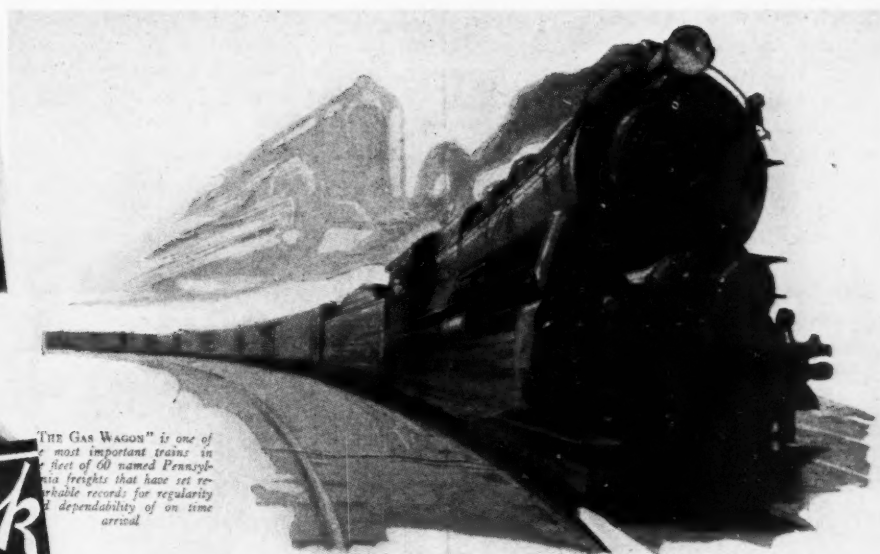
Statistics of Sales

The home office furnishes the additional information that he made seventy-five calls, reached fifty-nine prospects, closed one sale to each 3 9/22 calls, made one sale to each 2 15/22 prospects and sold a "Century" every two and one-half hours of working time.

R. R. Bergen of Indianapolis also made 22 "Century" sales that week, thus tying his sales manager. It is said that Bergen had several things in his favor, but he did a splendid job, nevertheless, and he received due acknowledgment. The next high man sold seventeen, the next twelve, and two were tied with eleven each.

The record was not to stand long, however. Todd salesmen all over the country were stimulated and enthused as never before and first one, then another, announced his intention of making that record look like the proverbial "thirty cents." One of them has already succeeded in doing so and it is expected that even his record of twenty-seven "Century" sales in one week will be broken the very week this is written.

Willard N. Johnson of Cleveland is
(Continued on page 59)



The GAS WAGON

runs that the East may ride

The Esterbrook company found that giving an individual name to each of their pens and indicating what it would do had a most stimulating effect upon sales.

Finding the Name That Sells

BY RUEL McDANIEL

The experiences of the Stuebing, Cowan Company, Cluett, Peabody & Company, Bulova Watch Company, Reo Motor Car Company, Western Clock Company, Congoleum-Nairn, Inc., Esterbrook Pen Manufacturing Company in selecting names that add sales kick to products are outlined in this article which answers the question, "What's in a name?"

FOR a long time the Pennsylvania and other railroads have given individual names, rather than impersonal numbers, to their crack passenger trains. It was the general assumption that such a practice was profitable, until some months ago the Pennsylvania extended the idea to include not only its passenger trains but its freights as well. That step left little doubt as to the soundness of the idea.

And that action suggested a survey among national advertisers which not only proved the practicality and advertising value of individual names for specific items, models or other units of merchandise or service, but

revealed, also, a noticeable trend in favor of such designation of products.

The Stuebing, Cowan Company, Cincinnati, manufacturers of lift trucks, made experiments with the use of specific names for its models, which showed what it is possible to do with this adjunct to advertising when the time is ripe for it. W. C. Stuebing, president of that concern, said not long ago in a talk:

"We had sold thousands of a certain type of lift truck, but the market was declining. We needed something new to arouse it. We took our standard model and added to it a side-lift feature. We also furnished it in lower capacity at attractive prices. It was

Featuring \$6
the
"NETA TIE"



- WHITE KID
- BLUE KID
- PARCHMENT KID
- HONEY BEIGE KID
- BLACK SATIN
- BLACK PATENT

Hosiery
to
Match

Rose Marie
Slipper Shop

Mail Orders
Filled
Promptly

Several shoe stores do not offer any shoe for sale that does not have an individual and easily remembered name by which to advertise it, and the Pennsylvania railroad is now naming even its freight trains.

a fast-operating truck, and so we named it the Blue Streak. We sold two thousand of this model in nine months, but that is not all. The advertising of this new model by name brought many inquiries, and our sales-

men were able to demonstrate other models as well to these inquirers, securing many sales of the higher-priced, heavier models.

"So well did this initial experiment in the use of a name for individual models go over that we brought out another model and named it the Red Streak. Inquiries poured in for the Red Streak in practically as large numbers as for the first-named article. The public wants something new. It always raises its head to look at the parade of progress and bringing out new names for specific items or models is new enough to get the desired attention."

There are several reasons why individual names for specific items or models help in selling, according to the statements of a score or more of advertisers who use them. In the first place, a name lends identity to the individual items and makes it easier for the public to remember it and to differentiate it from others. A good name gives personality to any specific item, whereas a mere number means little in the minds of the public.

A Shirt With a Name

A few months ago Cluett, Peabody & Company brought out a broadcloth shirt which it named the Trump. Although the shirt was not greatly different from other broadcloth shirts this firm had been manufacturing for years, in a comparatively short time the Trump became one of the largest-selling shirt ever put on the market, according to A. O. Buckingham, advertising manager.

"The choice of a specific name for a product is usually a very difficult task," Mr. Buckingham declares. "There is no use giving a product just any name that happens to come along. You must think out a very good selling idea that can be hitched up with the name. For that reason, our word 'Trump' came in at a most opportune time, as there are so many bridge fans in the country.

"We worked out a complete selling plan before breaking the news of the Trump. That plan included a complete display plan by which dealers could feature the shirt in a comparatively small window space, and it was so novel and timely that we had no difficulty in inducing dealers to use it.

"There is no doubt that the choice of this name increased the interest in the shirt on the part of the public. Personally, I think that specific names are a wonderful thing, and that it is much easier to put over a sales campaign if you can tie your selling up with a properly laid-out advertising idea."

Another instance of how a timely name was made to make a sales record for its user is found in the experience of the Bulova Watch Company, in featuring its Bulova called the Lone Eagle.

"There are so many factors involved in making a sale of an article," an executive of this company declares, "that it is difficult to estimate the actual value of merely naming an article attractively. Sometimes a particularly appropriate name helps the sale of an article, but we do not think that it determines the volume to be expected.

"Of course, in making this statement I do not refer to product names which have a special significance either because of the association of the name itself or because of the special advertising campaign used to broadcast it.

The "Ben" Family

"For example, we have a watch called the Bulova Lone Eagle. This watch bears its name because of the fact that one of these watches was worn by Colonel Lindbergh on his historic trans-Atlantic flight. The mere naming of this watch Lone Eagle and the publicity and advertising campaign built around it resulted in an incredible overnight increase in the sale of this particular model. Naturally, with this item as a leader many Bulova distributors reported increased sales in their entire watch department."

Naturally the reference to specific names here does not mean general names which cover a family of products of a manufacturer. To give a short and easily pronounced name to the family has been generally used for years. It is the next step in the use of names which is producing excellent results at this time. For example, the Reo Motor Car Company long has called its trucks Speed Wagons; but when it began producing several models that one name did not adequately identify the various vehicles. Accordingly it began advertising and designating the trucks by such individual names as the Tonner, the Master, the Heavy Duty and so on.

"It is much easier for the average person to refer to a truck by individual name than by capacity or symbol," says an executive of that company. "From a merchandising standpoint these names more or less glorify the model and take them out of the ordinary classification of just a truck. Our naming of individual models has undoubtedly created a great deal of extra public interest. Such names help likewise in telegraphic and other forms of communication, the names being simpler and more easily used

than model numbers and other forms of differentiation."

Another case of a manufacturer using individual names in addition to a general family name is found in the advertising of the Western Clock Company. "Westclox" is the name used in connection with all the firm's clocks, but who either in or out of the advertising fraternity has not heard of Big Ben, a member of the Westclox family?

"We have always put names on our timepieces—Big Ben, Baby Ben, Sleep-Meter, Pocket Ben, and so on," explains L. B. Richards, advertising manager. "In fact this custom was in effect before we adopted the trademark 'Westclox' as a means of identifying the whole family of clocks and watches. Although we naturally consider 'Westclox' the most important of all our names, because it is a family name rather than one used to designate specific models, we feel that by advertising the various models by individual name we make it easier for everybody—the jobber, retailer and the public. We would say that our dealers respond very favorably to the advertising of specific names and naturally the public does, considering the general popularity of Big Ben, especially."

Designations for Patterns

Alluring names for individual patterns or items especially appeal to women, according to the experience of Congoleum-Nairn, Inc. Although this concern has made its Congoleum Gold-Seal rugs known wherever magazines circulate it has found that by taking names a step farther it has considerably enhanced the value of its advertising and further popularized its products.

"The use of individual names by this firm dates back several years," explains E. C. Bennett, of the Erickson Company, advertising agent for Congoleum-Nairn, Inc. "Today the company believes in the use of pleasing names wherever they can be intelligently applied. There is no doubt that a name for a Congoleum rug, such as 'Du Barry,' is far more appealing to the average women than the pattern number '326' could ever be.

"Then again the use of an attractive name enables the company to feature a particular pattern in a most interesting way in the firm's national advertising. The chances of the name being remembered when a woman goes into a store are unquestionably greater than would be the case were the conventional method of using numbers followed."

(Continued on page 60)

Red Hot Solicitations That Left Us Cold.

By JAMES W. CRITCHFIELD

Vice President, Clark Brothers Chewing Gum Company

After listening to dozens of solicitations this advertising director wonders how advertising agencies can present other people's products and services effectively when they made such a poor showing of sales ability in selling their own services.

THE background of this little drama is a financially strong and growing organization. A

he earned (?) last year in salary and commissions from the three accounts. It was a ... He could hardly



A Sales Manager's Reactions to Agency Solicitors

It was this article, "A Sales Manager's Reactions to Agency Solicitors," appearing in the June 30 issue of SALES MANAGEMENT AND ADVERTISING WEEKLY, all the talk.

An Advertising Agent Answers the Sales Managers, and Says—

Sweep Your Own Front Step!

MR. and Mrs. Jack Spratt richly deserve their immortality. You will recall that their gustatory convictions were emphatic and directly in disagreement. Yet neither insisted that his was the only tenable position. Each recognized a degree of merit in the attitude of the other. And the record is clear that their cooperative undertaking was carried to a highly successful and nourishing conclusion. Theirs is an example worthy of emulation by advertisers and agencies.

The shafts recently directed at agency solicitations should inspire a long cheer from the agents. More power to those who would frankly and fairly show us some of the errors of our ways! Usually the agent must depend upon intuition, astrology, Voodooism or what not, to tell him why a certain solicitation failed to register. Something more tangible will be a blessed relief, and you may rest assured that the agent will not be too proud to profit by it. He suffers from no delusions of grandeur or perfection. Few other businesses, if any, include so many men who are given to the habit of conscientious self-analysis and who are so sincerely convinced

BY J. E. MCGIFFERT

Secretary, McLain-Simpers Organization, Philadelphia

This constructive article is in reply to "Red Hot Solicitations That Left Us Cold," in the July 28 issue, and "A Sales Manager's Reaction to Agency Solicitors" in the June 30 issue. Mr. McGiffert brings up the question, "Isn't the advertiser's method of selecting an agency as susceptible to as much improvement as the agent's method of solicitation?"

that most of their history and evolution is before them.

This is far from saying, however, that the agent is ready to accept every such criticism at face value and to mold himself accordingly. To be valid, the criticism must be based upon experiences with agencies of established standing and standards. Admittedly, there are others. The advertiser or advertising manager who directs his rebuke at methods which are not fairly representative of modern agency practice does little more than pay an

unintentional compliment to agencies in general. No one expects that every manufacturer or merchant, doctor or lawyer, will measure, in ethics or ability, up to the highest standards of his calling. Apparently there are those who do expect this of advertising agents.

But let us agree, for discussion's sake, that some of the criticism is well founded. Say, if you like, that too many agency solicitations are inept, superficial, stereotyped, misdirected, (Continued on page 44)



Farm products produced in New England and sold under the new farm marketing plan are distinguished by this label, reproduced in color.



Eggs that were once "just eggs" are now graded, cartoned and labeled, and many of them are sold through cooperative associations.

New England Begins to Shake Mouse-Trap Myth

BY BERNARD

Between the troubles of the farmers and the troubles of New England, the professional advice givers have been kept busy, but since the New England Council began work, there is evidence that New England will be able to find a solution to its own problems. Turning to better sales and advertising methods, the council has helped farmers, dairymen and manufacturers to a better understanding of modern marketing methods, and has begun to "sell" New England as it has never been "sold" in the past.

NEW ENGLAND'S attitude toward selling, speaking of the territory in general, has undergone a marked change in the past few years. Fast disappearing is the idea that if a man makes a better mouse-trap than his neighbor the world will wear a beaten path to his door. Replacing it is the conviction that today a man must not only make better mouse-traps but must "sell" them to the public if he wishes to dispose of them successfully.

In a nutshell, New England is be-

coming more and more "selling-minded."

And this attitude is being reflected in the adoption of aggressive selling tactics to a degree never before attained by that section of the country. Not only are such tactics being applied in moving New England products, but also in "selling" the district itself, its recreations and many other resources, to itself and to the world in general and the country in particular.

Nor is this attitude confined to selling tactics alone. It extends to all

things included in true "selling-mindedness"—such things as striving to boost sales by improving products, by cutting production costs, by keeping up with style or model trends—anything that helps to sell an article.

What brought about this change?

How It Started

Necessity—the need of meeting a buyers' market—undoubtedly played a very important part. But who or what led the way in pointing out the situation, in spreading the conviction that "selling-mindedness" was the one weapon with which to meet it successfully, in aiding the district, speaking generally, to attain "selling-mindedness" and to put it to work?

If you asked the foregoing of most any man "in the know" in New England, the chances are two to one that he would reply: "Why, the New England Council, of course! That is, the New England Council aided by outstanding men in industry and business, by chambers of commerce, by industrial, agricultural and business organizations, by trade associations and by a thousand and one other individuals and organizations which have caught the spirit of the council's efforts."

"But what," asks the man in Seattle



things in many fields. In this article we will deal largely with what it has done in the selling and merchandising field; more specifically, with what the council has done and is doing to make New England "selling-minded."

Undoubtedly one of the strongest factors in converting New England to "selling-mindedness" has been the creation of a strong spirit of faith in the future of the district and its products. If a man does not have confidence in himself and his products it is a well-known fact that it will be difficult if not impossible for him to sell them successfully. The same holds for a community.

When the council began its activities considerable lack of confidence in New England and its future was ram-

Off the

G. PRIESTLEY

or San Francisco or New Orleans, "is the New England Council?"

Briefly, the New England Council is the executive body of the Annual New England Conference, which was brought into being in 1925 to see what could be done about furthering agriculture, commerce and industry in New England. The governors of the six New England states called the first conference, which, like the ones since held, was attended by many hundreds of people representing all the major economic interests and activities of the district. From this gathering a permanent organization grew. It was formed and continues to function in this way:

Formation of the Council

The commercial, industrial, recreational, agricultural and other interests of the six New England states send their delegates to the Annual Conference, and the delegates from each state participate in the election of twelve members of the council, which gives that body a total of seventy-two members. The council members, elected from each state constitute state councils. The New England Council elects a list of officers, including a vice-president from each state, and these officers and an executive



A survey showed that New England agricultural commodities were failing to hold their own in sales and in price against competitive products primarily because the latter, better standardized and graded, appeared more attractive and of superior quality. To remedy this situation, an extensive project called "The New England Farm Marketing Program" was formulated. The young ladies pictured are sampling the first bottle of maple syrup to be distributed under this plan.

committee of twelve persons, two chosen from each state, direct the council's work, which is carried out largely through sub-committees of experts in their respective fields.

The present president of the council is John S. Lawrence of Boston, one of New England's best known leaders. The other officers, each outstanding in one or more phases of agriculture, business or industry, are: treasurer, Guy P. Gannett, Portland, Maine; secretary, Arthur L. Aldred, Providence, Rhode Island; executive vice-president, Dudley Harmon; state vice-presidents—Maine, Henry F. Merrill; New Hampshire, William S. Rossiter; Vermont, Redfield Proctor; Massachusetts, Joshua L. Brooks; Rhode Island, Henry D. Sharpe; Connecticut, Henry Trumbull.

Since being launched the council has accomplished many important

pant. This was caused largely by a decline in certain industries. The impression got around that New England was slipping in many directions. It was said that the district faced great disadvantages in location, transportation, obtaining of raw materials and other factors.

The council, with the cooperation of chambers of commerce, made a survey to discover whether these things were true. The survey showed that New England was gaining rather than losing industries, even though some industries had declined. It also showed that many of the supposed handicaps were more imaginary than real. For instance, it was found that remoteness from raw materials was nowhere near as important a handicap as had been claimed; in fact, a great many of the raw materials were obtained in the district itself.

This information was spread throughout the district. It has been supplemented from time to time with additional facts supplied not only by the council but by chambers of commerce and many individuals and organizations. The result is a surprising increase in confidence in the district and its products.

Speaking of the importance of such confidence at a recent quarterly conference of the council, Henry Trumbull, vice-president of the council from Connecticut, and vice-president of the National Association of Manufacturers, said: "When facts of this nature are effectively brought to the public mind they instill confidence. We are all coming to know that prosperity is influenced more by the attitude of mind than any other single element. If enough people in a state or country believe conditions are satisfactory and that prosperity prevails, satisfactory business conditions are pretty certain to result."

Survey Precedes Work

Now for some illustrations of what the council has done in specific fields to make New England "selling-minded." Obviously, in any particular field the council could not hope to do much toward developing "selling-mindedness" until the conditions in the field were known. In other words, it could not plan to overcome problems until they were definitely defined. Consequently the council adopted a policy of preceding its efforts in any field with a survey or study. And this plan has been and is being carried out, with the research work under the direction of the council's research committee headed by A. Lincoln Filene.

In the industrial field, the research committee cooperated with the Domestic Commerce Division of the U. S. Department of Commerce in a marketing survey of 7,000 New England industrial establishments. This survey revealed that practically all the troubles hinged on some phase of lack of "selling-mindedness." Some concerns, for instance, were still hanging onto the idea that sales should come to them instead of they going after sales aggressively. Others were selling aggressively enough but were backward in putting their products into line with the times. Still others were losing markets rather than making efforts to find ways to meet price competition.

In bearing out this conclusion, L. V. Alden, industrial engineer of Thompson & Lichtnor Company, Inc., who worked for the council in the survey,

said: "In conclusion the one thought I wish to leave, and it has resulted from weeks and months of study, is that the future economic welfare of the industries in these six states depends to a larger degree upon the adoption of modern methods of selling, merchandising and advertising than upon any other one factor."

The findings of the survey were given wide publicity. In themselves they converted hundreds of concerns to the conviction that true "selling-mindedness"—entering into the product from its raw material state to the time it is bought by the consumer—is indispensable to the success of a business today. And the data obtained in the survey is being used in numerous additional ways to convince others.

"What's Holding Up the Order?"

This is the title of one article in a series of five which Edward H. Schulze, well-known direct mail expert, has prepared for SALES MANAGEMENT on letters and other types of direct mail advertising. The first will appear in an early issue.

Other articles in the series will deal with the use of direct mail in preparing the prospect, increasing the returns of the first letter and "getting more from those you've got." The fifth article will deal with the classification of lists. These articles are of exceptionally broad interest and they have been written with the idea of giving sales executives at least one concrete easily adapted plan to use in solving each of the problems discussed.

But the council did not stop with pointing out that failure to utilize various phases of "selling-mindedness" was largely responsible for the troubles. In fact even while the survey was in progress machinery to help in overcoming the troubles was being organized. One of the biggest factors in this constructive work is the council's committee on merchandising and advertising. This is made up of a large group of experts in the field, with Walter G. Resor of the Boston offices of J. Walter Thompson Company as chairman of the executive

committee. It has a marketing executive, Harry H. R. Spofford, formerly of the Copper & Brass Research Association, who devotes full time to the work of the committee and allied matters.

One of the first acts of the merchandising and advertising committee was to go to the aid of Vermont manufacturers at the time of the recent flood in that state. Before the flood the manufacturers were laboring under difficulties. The flood heaped numerous additional problems on their heads.

The manufacturers were invited to state their problems to the committee. Scores upon scores of them did so. The trained experts of the committee were able in many cases not only to point ways out of the temporary difficulties but also out of the problems of long standing—and all this without charge.

For example, a manufacturer of wood parts and handles told his story. He was operating only 50 per cent of capacity. His products were sold largely to manufacturers who incorporated them in their products. These manufacturers had dropped off buying. This manufacturer's products, markets, etc., were studied by the committee. It was found that part of the line could be marketed to the consumer, identified, through wholesale and retail channels. A complete national selling campaign for the manufacturer was mapped out. He went at it.

Lumberman's Case

Likewise, a manufacturer of lumber was in a tight position because he could not sell his products to other manufacturers at a profit. It was pointed out to him, after a study, how he might capitalize his products in a new consumer market that was fast developing because of the teaching of cabinet making in the public schools.

Similar service to manufacturers in solving their marketing and production problems is being offered by the committee to all New England manufacturers. They are availing themselves of it in increasing numbers. Needless to say, this work is converting hundreds of concerns to "selling-mindedness."

Another important way in which this research committee is developing "selling-mindedness" is through an advertising guide entitled, "What You Should Know Before You Advertise." It was put out because the industrial marketing survey and other studies revealed that many New England con-

(Continued on page 52)

¶ "We supply our dealers with very bright golden colored unionalls with the name Nutrena across the back; a photograph of Baby Marilyn Miller, wearing a pair of golden rompers made from a Nutrena sack, is included in each bag of feed."



Merchandising Containers Boosts Repeat Sales

By bagging their feed in golden sacks, which can be fashioned into a variety of things by the farmer's wife after the feed has been used, the Nutrena Feed Mills, Inc., have made their brand easily remembered and highly popular. Sales have increased greatly since this distinctive bag was adopted four years ago, yet the wrong choice of color might have been fatal to the young concern, as has been demonstrated by two other firms that attempted to imitate the Nutrena idea.

BY
JAMES M.
MOSELY

"CAN an increase in volume of sales be brought about through a change to a new form of container?"

This was the question over which Van Roy Miller, president of the Nutrena Feed Mills, Inc., of Kansas City, Kansas, pondered in studying the best ways and means of building sales for his feeds for chicks, hens, dairy cows, hogs and cattle. The company, launched in 1920, was eager to develop a profitable market and beat out firmly entrenched competition, yet hesitant to risk too radical ventures.

White cotton cloth bags were the rule. Bag manufacturers gladly supplied these to small or large manufacturers of feed in any quantity as they were a staple proposition on which there was little chance of loss. Mr. Miller, however, was convinced

it would pay his newly organized company to have a bag distinctive in color and appearance and to teach his consumer customers ways and means to put the bag to excellent use when the product had been fed to the stock.

He perfected a handsome golden bag of attractive design for his entire line, but no bag manufacturer was willing to bother with his small order which would require special dyeing. If the plan proved a "flop" it was likely to mean that the bag manufacturer could not sell the dyed cloth anywhere. Even members of the Nutrena company ridiculed the idea.

"It was some four years after we were first organized before we could get any bag maker to help us out on this proposition," stated Mr. Miller. "Everyone to whom it was suggested turned thumbs down on it completely. They did not think it was practical,

and, although admitting its value from an advertising standpoint, thought the housewife would not use anything but white cotton bags for tea towels and that there would be a bad reaction to the introduction of colored material.

"The directors of our company were almost unanimously against the use of it because they realized the loss that would occur if the idea should prove to be a mistake. I was practically alone in my conviction that golden color would be a tremendous asset to us in many ways, and that the housewife not only could be sold the idea of using a colored tea towel made from the bag, but also many other useful articles.

"Finally, a St. Louis bag company, adventuresome like ourselves, agreed to help us work out our plans for
(Continued on page 63)

Campaigns to Be Launched in Industrial Markets



Photo by Underwood & Underwood

Brides were reminded by direct mail that every home needed a "Utility" step ladder.

IF Mrs. Newlywed failed to know about the Utility Step Ladder it was her own fault, for certainly she was reminded of it sufficiently often in the general magazines which she read. Likewise, if she failed to be aware of the advantages that lay in the Utility Revolving Clothes Dryer, the shortcoming must be laid to her own doorstep, for the Utility Woodward Company made every effort to reach her. Manufacturers of a large line of general utility articles in which wood constituted the principal material, the company made their biggest drive on their patented step ladder. This was the leader; the opening wedge that paved the way for the sale of other Utility products—ironing boards, kitchen tables, chopping bowls, towel racks and other goods of similar nature.

In their Utility step ladder the company had a staple article that carried them far. Easily recognized by its brilliant orange color trimmings, it was not at all difficult to pick out a "Utility" in hardware stores or in the house-furnishings departments of department stores. There was real merit in the Utility step ladder; a patented feature assured ease of spreading—and the ladder held its position. Strength, too, was built into the product and,

because of real value, the stock moved fast.

As already stated, the company backed sales efforts with intensive advertising in color. Even marriage notices were followed up with special literature reminding the bride that no home was truly complete without a "Utility." The general consumer field was admirably covered and the big manufacturing plant in New England was kept busy.

A Tremendous Market

Naturally a profitable amount of business was done among hotels, office buildings and steamship companies where step ladders formed a part of general maintenance equipment, and it was no doubt this type of business that led the company to consider industry as a buyer. The idea took time to develop, but the realization finally dawned that a great opportunity was being missed by not cultivating, in a real way, this tremendous market for material, equipment and supplies. Utility step ladders had, of course, found their way into many industrial concerns, but no concentrated drive had been put behind the selling. Industry bought step ladders not particularly by brand name, but as units picked up on a price basis—and the

The Utility step ladder had secured a leading position in the household field, through advertising and clever salesmanship, before its makers discovered the rich industrial market still undeveloped. How they succeeded in placing the word "Utility" before "step ladder" in purchasing department requisitions is the story told in this article. As has been the case before in this series of articles, the company is a purely imaginary one, but the approach used is based on a thorough and first-hand investigation of sales possibilities in the industrial field.

"Utility" was not a cheap ladder. While it was reasonable enough in price, it did not attempt to compete with some of the cheaper truck in which weight of lumber was spared at the sacrifice of strength and long life. Thus, there remained a real job to be done in the matter of educating industry to buy on the strength of quality and to choose a particular brand in which quality was a factor.

A study of the industry showed that the operation structure of practically every industrial undertaking, as a business, is divided into three general classes. These are: *management*, under which head comes finance and administration, *manufacturing production* and *maintenance*. Executive control must manage, machine tools and other manufacturing equipment must produce, but behind all this lies the maintenance problem with its hundred and one diversified angles. Equipment must be lubricated and kept in order. Repairs must be made to moving machinery. Painting must be done to industrial buildings, both inside and out. The piping system must be kept in order. And the men who perform these many tasks in order that production may be carried forward are trouble hunters. Their work takes them into many obscure corners of the plant; high up and close to ceilings; down below floors. Without such maintenance a plant could not operate for very long. Production equipment

No. 13. Selling Step Ladders to Industry

BY
R. BIGELOW
LOCKWOOD

would lie idle. Plant structures would disintegrate. Lights would go out of business. Electrical equipment would cease to perform, for just as an automobile needs care and attention, so does an industry require nursing. Even the Twentieth Century would stop running were it not for the maintenance men along the route, constantly on guard to keep track, road-bed, signals and rolling stock in good condition. Even a physician is a maintenance man, for it is due to his skilled attention that the human machine keeps running.

An editorial in *Industrial Engineering* states the situation neatly. Some fifty to sixty centuries ago in Egypt, observed the writer, a great deal of thought and energy were devoted to building structures which men believed would permanently defy time depreciation. The fruits of these efforts culminated in the Egyptian pyramids, of which the Great Pyramid, tomb of Cheops, is probably the best known.

"Here," said the builders, "is a structure that will defy the ravages of time for all eternity."

Great Pyramid Not Immune

The Great Pyramid still stands after more than five thousand years, but not untouched by the ravages of time. What stands today is not at all the original structure, but merely an artificially assembled pile of natural rock. It is estimated that it took the labor of 100,000 men for a period of ten years, merely to build a causeway 3,000 feet long for transporting stone from the quarries. Here, on a comparatively minor project, was an expenditure of ten times 100,000 man-years of labor; enough to supply a maintenance and repair crew of 100 men over a period of 10,000 years.

The Great Pyramid therefore stands as an object lesson on the impermanence of man-made structures. Every building may be said to have a definitely limited expectation of life. From the moment of its completion,



The common step ladder serves a general utility purpose in the home, but it is throughout industry that the step-ladder is glorified as an indispensable working tool.



depreciation begins; wear and weather and the exigencies of use start right in to weaken and destroy it. In the final analysis, the life and service of industrial buildings lie in the hands of the maintenance engineer. Neglect on his part means quick depreciation, expensive repair and replacements. The price of relative permanence, then, is intelligent, unremitting maintenance; keeping everlastingly a step ahead of the forces of disintegration; repairing the small defects before they grow big, and forestalling them.

We have given this amount of space to a digest of this editorial because it indicates the sort of thinking indulged in by the Utility Woodware Company and because it serves to show the importance of proper maintenance applied to plant and equipment.

The maintenance crew of any industrial concern requires tools with which to work. Some of these are mechanical. Some are in the nature of supplies, but among them are step ladders, necessary for reaching overhead piping and places where the worker must perform his task at an elevation. Such a humble article as a step ladder, therefore, becomes a necessary working tool to the maintenance man. Mrs. Brown may use a

ladder in her home to hang curtains, but Jim Duffy uses a ladder in the plant to reach a stubborn piece of pipe. And if strength and endurance are important qualifications for an article used in the home, they are even more important when severe service plant usage is considered. Immediately, Utility step ladders were handed a good industrial talking point, for there existed no question as to their quality. Their generous proportions and ample reinforcements made them ideal for industrial service.

Thus far it had been plain sailing, but now the plot commenced to thicken as the question of buying influence entered. In many plants, products of a general supply nature like step ladders, brushes, cleaning compounds, etc., are handled through the purchasing agent. In such cases, price is more than often an influencing factor. Tools of production, such as lathes, planers and similar units are specified higher up by the technical executives in charge of production, and while the order may be issued by the purchasing department as a matter of organization, the buying power lies among those directly responsible for results. In the case of such production equipment the purchasing department

acts as a clearing house for the order rather than initiating the purchase of the machinery. But with a common article in the nature of a "supply," such as a step ladder, the common procedure is different.

Faced with this situation the company found itself between two fires. It could not ignore the purchasing department, yet it appeared logical to so influence maintenance men and those responsible for production that they would specify Utility step ladders by name when ordering through the regular channel. Instead of requesting the purchasing department for a step ladder, the ideal situation to be created hinged on the specification of a *Utility ladder*. The problem was one of creating the demand for a brand name.

In order to bring this about it was decided to dignify the product and lift it into the class of a working tool. A very common and humble article must be cloaked in a new dress and placed before the field as a product worthy of the most careful consideration and as a factor in efficient maintenance. In short, the step ladder must be promoted from the rear rank of the chorus, given a speaking part and brought into the limelight. Recognition and desire must take the place of mere tolerance.

As a first step, the line of Utility step ladders was gone over carefully and a number of models selected as being especially suitable for industrial uses. Naturally these were the heaviest and strongest. The special requirements of industry were studied, new ladders designed to meet them and out of these various models one was chosen as the leader of the flock and designated to carry the brunt of the attack, the remainder being featured as units in the Utility industrial line.

Led by their bellwether, Utility step ladders were now ready to launch their industrial drive, but first a number of novel features were added to the selling plan. Taking a cue from the builders of automobile bodies, automotive engines and other manufactures of industrial production equipment, the Utility Woodware Company adopted the plan of numbering the ladders in their industrial line, chiefly as a means to dignify their product

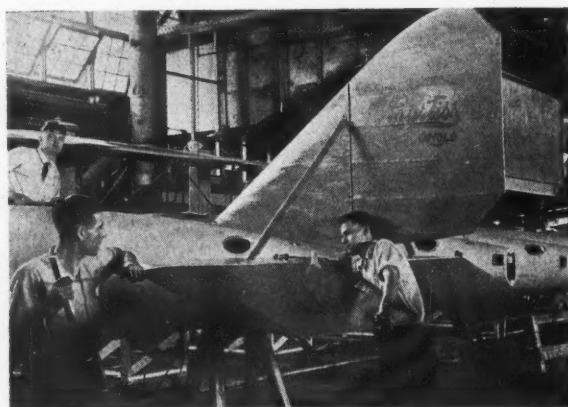
and inspire confidence. On one side of each industrial ladder was branded its identifying number, and the same number appeared on a guarantee tag, securely wired to each unit. In effect, this tag protected the buyer from defective material, carried a guarantee of life represented by a stated term of years and placed responsibility for long and satisfactory service squarely upon the shoulders of the manufacturer. As a talking point this system offered many advantages. It helped materially to lift Utility step ladders out of the class of an ordinary "supply" and establish them as working tools. It inspired confidence on the part of the buyer. It served to identify the Utility line and gave to the product a dignity that was highly desirable.

Naturally the value of all this was not lost sight of in the advertising copy; in fact, it formed the talking point around which the campaign was built.

To reach the maintenance men in factories, mills and industrial plants in general, a publication dealing with maintenance problems was chosen that cut a horizontal path through industry. Maintenance chiefs were thus approached in a manner that assured their attention.

The copy theme included stressing the fact that a step ladder was more than wooden treads fastened to up-rights—*provided it was correctly designed and built*. It brought out the point that step ladders should be purchased on a quality basis and that scarcely another piece of equipment about the plant was subject to more rough usage. Cheaply built ladders, then, were in no sense an economy. The same care used in specifying other working tools and mechanical equipment should be given to these important

(Cont'd on page 42)



Sales executives who desire to refer to previous articles in this series on "Campaigns that Might be Launched in Industrial Markets" will find them in the issues listed below. The editors wish to remind readers that although each article in this series deals with the experiences of an imaginary company, the market conditions and problems are authentic, and any statistics presented in connection with the discussion have been built up through first-hand research in the industrial fields under consideration. The purpose of these articles has been to suggest a logical sales approach to the "smoke stack" field for companies manufacturing commodities of more or less general consumption.

1. Selling Brushes and Cleaning Implements to Industry. Oct. 29, 1927.
2. Selling Polishing and Squeak Oil to Industry. Nov. 26, 1927. In 1928:
3. Better Eyesight for Industry. Jan. 21.
4. Salving Industrial Injuries. Feb. 18.
5. Selling Branded Paint to Industry. Mar. 17.
6. Selling Flashlights to Industry. April 14.
7. Selling to Industrial Lunchrooms. May 12.
8. Selling Fire Extinguishers to Industry. May 26.
9. Selling Copper Screen Cloth to Industry. June 9.
10. Selling Radio Set to Industry. June 30.
11. Selling Cameras to Industry. Aug. 4.
12. Selling Luggage to Industry. Sept. 8.

Why Next Year Will Show Big Gains in Magazine Advertising

BY HENRY J. WRIGHT

AN analysis of the record of magazine advertising* in the first half of 1928 and 1927 discloses some interesting facts. The whole volume this year, expressed in dollar receipts, was \$94,642,753, compared with \$97,151,598, a decline of nearly 2.6 per cent. These figures are for the monthlies and bi-monthlies of January to June and the weeklies of December to May, the variation in dates of issue making this grouping natural.

If we take the 1928 weeklies by themselves for six months in 1928 we find that their volume this year was \$42,053,831, compared with \$42,830,123 in 1927, a loss of 1.8 per cent. The monthlies and semi-monthlies in that period had \$54,290,486, compared with \$55,732,974, a loss of 2.6 per cent. The sum of both groups for the calendar six months was \$96,344,317, 2.3 per cent less than in 1927.

Volume Among Big Advertisers

As the differences in totals of the two methods of reckoning are not important no attempt has been made in the compilations that follow to readjust the figures as they appear from month to month.

Magazine advertising during the last seven years, it should be said at the start, has been growing by leaps and bounds, a fact which probably serves to give undue emphasis to this year's more humdrum showing.

In 1926 magazine advertising jumped close to 15 per cent—from \$154,500,000 to \$177,500,000—and this was followed in 1927 by a further gain of 7½ per cent to \$191,000,000. A pause in the rate of expansion this year is in accordance with most business experience. It should be remembered, also, that the magazines have had no real setback in lineage volume since 1921. In that year the sixty-three leaders published 17,760,000 lines. In 1927 they had 27,469,000 lines, with gains in every intervening year excepting 1925, when

*Based on "National Advertising Records," covering ninety leading magazines—seventy-six monthlies, ten weeklies and four semi-monthlies.

Table A. Magazine Advertising Totals

	1928	Per cent loss over 1927
Building material	\$ 5,128,852	6
Clothing and dry goods	3,968,860	17
Confectionery and soft drinks	1,933,169	14
Foodstuffs	11,864,951	8
Garden	960,930	1
Jewelry and silverware	2,212,596	9
Machinery	1,282,887	14
Office equipment	1,308,085	15
Paint and varnish	2,172,966	9
Schools	1,686,912	6
Shoes and trunks	1,708,854	1
Travel and amusements	3,461,890	16
Miscellaneous	1,372,881	8

the recession was only 1.2 per cent.

The small group of very big advertisers was responsible for half of the loss in the first six months of this year. Last year nearly a fifth of the whole volume was taken by twenty-one concerns, each of which spent more than a million dollars in the magazines. The total of these advertisers was \$37,500,000, 14 per cent more than the same companies put into magazine advertising in 1926.

Where Expenditures Increased

In the first six months of 1928 these companies' advertising bills amounted to \$16,322,506, compared with \$17,343,446 in the corresponding period of 1927, a decline of 6 per cent. The largest ratio of loss, 31 per cent, was in the two biggest tobacco accounts. Six drug and toilet concerns made a cut of 17 per cent, affecting all but one of them. Each of the three largest automobile advertisers spent less this year than last, the total shrinkage being 10.6 per cent.

Four food companies in the millionaire class added 5.5 per cent to their magazine advertising appropriations in the first six months of the year, all participating in the advance except the company which has been expanding most rapidly by mergers. The only other group among the most liberal spenders that increased its investment in this field was the household supply group, which added 6 per cent, due mainly to the entrance into the field

of General Electric's large volume for its refrigerator and the steady growth of Procter & Gamble advertising.

Several of these large advertisers have more than one kind of output, and, as will be observed in the accompanying table, those with diverse products do not follow uniform advertising policies. General Motors increased its space for Frigidaire while diminishing its space for automobiles. Nor did the corporation pursue a fixed rule in its automobile divisions. The reductions were in Buick, Cadillac-LaSalle, Oldsmobile and Fisher Body copy. For Chevrolet, Oakland-Pontiac, institutional promotion and Ethyl gasoline more money was spent this year than in 1927.

Procter & Gamble Increase

In the case of Procter & Gamble the largest relative increase was for the company's drug products. Lever Brothers curtailed chiefly in soap advertising. General Electric, going very heavily into refrigeration advertising, reduced somewhat its volume for its miscellaneous products.

In considering the position of the very big advertisers it should be borne in mind that for most of them 1927 was a year of exceptional promotion effort, encouraged by success in the preceding banner year. The three automobile companies spent 26 per cent more on magazine advertising in 1927 than in 1926. The four food

(Continued on page 50)



Years ago the automotive pioneers turned to Hyatt for aid in overcoming friction. And today Hyatt is adding another chapter to its long record of service to industrial America. For leading railroads are now equipping their cars with Hyatt Quiet Roller Bearings, thereby achieving a degree of riding comfort once undreamed-of. The campaign announcing this achievement was prepared by Campbell-Ewald, who also prepared the first Hyatt Advertisement . . . which appeared 17 years ago

Advertising



Well Directed

In addition to Hyatt Roller Bearings the Campbell-Ewald Company advertises the following services and products:

American Automobile Association; American La France Motor Trucks; Apex Electrical Household Appliances; Ashley-Dustin Steamship Line; Bank of Detroit; Bon-Dee Golf Balls; Buick Motor Cars; Burroughs Figuring Machines; Cadillac Motor Cars (Canada); Canadian General Electric Co., Ltd., (Institutional); Carrom Game Boards and Bridge Tables; Caterpillar Tractors (Canada); Chevrolet Motor Cars; Chevrolet Motor Cars and Trucks (Canada); Consolidated Corrugated Paper Boxes and Binder Boards; Copeland Electric Refrigerators; Delco-Remy Automotive Products; Detroit & Cleveland Navigation Company; Detroit and Port Huron Steamship Lines; Duo-Set Adjustable Golf Clubs; Edison Mazda Lamps (Canada); Fireside Home Industrial Service; Fyr-Fyter Extinguishers; General Electric Refrigerators (Canada); General Motors Building; General Motors of Canada (Institutional); General Motors Trucks (Canada); Harrison Radiators; Hercules Truck Bodies; Holley Carburetors; Hotpoint Ranges and Appliances (Canada); J. L. Hudson Department Store; Keystone Watch Cases and Howard Watches; Kleiner, Tom Moore Cigars; S.S. Kresge Stores; LaSalle Motor Cars (Canada); Liberty Ready-Cut Homes; Link-Belt Industrial Products; McLaughlin-Buick Motor Cars (Canada); Milson Extracts and Pharmaceutical Products; National University Society Educational Lectures; New Departure Ball Bearings; Nicholson-Erie-Dover Ferry Line; Oakland Motor Cars; Oakland Motor Cars (Canada); Olds Motor Cars; Oldsmobile Motor Cars (Canada); Pacific Lumber Co. (Calif. Redwood), (Canada); Paintex Fabric Paints; Pontiac Motor Cars; Pontiac Motor Cars (Canada); Postel's Elegant Cake Flour; Premier Cushion Springs; Radiolas and Loudspeakers (Canada); Radiotrons (Canada); Rambler All-Metal Aeroplanes (Canada); Sawyer-Massey Road Machinery (Canada); Shortwell Marshmallows; Silent Automatic Oil Burners; Taylor Caps for Men; Union Title and Guaranty Service; Union Trust Service; United Motors Service; Webster Cigars; White Star Steamship Lines; Wolsey Woolen Wear, (Leicester, England.)

Campbell-Ewald Company, H. T. Ewald, President
General Motors Bldg., Detroit; New York; Chicago; Seattle;
Los Angeles; Portland; San Francisco; Paris, France
In Canada—Campbell-Ewald Limited, Toronto; Montreal

Uncle Sam Studies Color Problems

BY WALDON FAWCETT

THE Federal Government is in a fair way to make valuable contributions before long to industry's knowledge of the possibilities and practical uses of color. When the present tidal wave of color swept the commercial field it found a business community singularly unprepared by research work. Business executives may be expected, therefore, to welcome the result of the present color explorative work of the Department of Commerce, even though it has not been directly inspired by considerations of selling and advertising.

Colors at a Distance

Of the varied color investigative program upon which the commerce organization is now engaged, perhaps the most significant feature is the color testing by the aeronautics branch. The immediate purpose of the Government is to evolve color schemes for airport and airway markings,—daylight and night identification of landing fields. The inquiry is extending, however, into the whole subject of color visibility from the aerial viewpoint. With the steady increase in the volume of aerial passenger traffic and with a growing impulse among manufacturers to capitalize the advertising space on their factory roofs, it is obvious that the whole subject has contact with the promotional plans of marketers. In addition there is the promise of a better knowledge of the value of the respective colors for long-range observation on land as well as aloft.

The color adventuring of the aeronautics branch has not yet progressed so far as the research into airport and airway lighting which, by the by, uncovered the advertising value of the neon lights. The color analysis is in the hands of a special committee on air marking which, though organized at the Department of Commerce, includes representatives of the Army Air Corps and the Bureau of Aeronautics of the Navy Department. This committee is to examine, digest and try out the hundreds of suggestions that have come direct to the Government or were submitted at the Airways Marking Conference held last May at Wichita, Kansas.

Without waiting for the findings of this special jury, the Department of

Commerce is playing around with color to ascertain its place in signs and symbols to be viewed from the sky,—or the skyscraper. Air markers of various patterns and involving various color schemes have been installed on the broad roof of the eleven-story Commerce Building at Washington and are being subjected to tests by Department of Commerce pilots under all manner of atmospheric conditions.

Chrome yellow lettering on a dull background has been found by the Department of Commerce experts to be the most legible at long range. The department specifications call for yellow letters not less than six feet in height and preferably two or three times that dimension, with a space one-fourth the height of the letters between each two letters. Abbreviations are not favored by the Federal advisers in display aimed at aircraft, but they hold that it is better to put up with an abbreviation rather than to reduce the size of the letters in order to work in the full name. Some tests indicate superior visibility for yellow letters supported on legs or otherwise raised, rather than painted directly on the roof. Incidentally, it may be mentioned that the advantages of bright orange yellow or chrome yellow as an attention-arrester for air travelers have been effectually demonstrated by a series of tests with wind cones.

Color Fastness

Matching in significance for color users, the color explorations of the aeronautics branch is the work now in progress at the laboratories of the Department of Commerce to determine the fastness of colors. Owing to the need for standard tests for the fastness of color of dyed textiles, there has been initiated a double series of tests. The one comprises fastness to light tests. The other tests fastness to washing. In order to determine how dyed fabrics fade under different conditions of sunlight and daylight exposure in the same locality, six identical sets of over 1,000 dyeings each have been exposed in glazed cabinets on the roof of the Government laboratory. Other sets have been exposed to the light of a violet carbon arc, which is one of the most promising artificial sources of light for fastness tests. The

results of these tests will be made public late this year. A supplementary investigation by the same experts has determined how the various colors stand up under sunlight transmitted through ordinary window glass as compared with Corex, Vita and the widely advertised glass substitutes.

In cooperation with the U. S. Commission of Fine Arts and the committee on the standardization of the American flag, the Department of Commerce is carrying on an interesting series of tests to secure pure and true colors for the national emblem. Numerous dyes are undergoing tests in order to find fast red and blue for cotton and wool, and to secure the exact shades desired. The tests have gone far enough to give definite promise of "permanent" colors to be used in the manufacture of flags.

Tests With Enamels

An intimately practical investigation in which the commerce staff is engaged seeks to determine and measure the effects of typical enamels on colors obtained with various stains. The department went into this research because of the recent tremendous increase in the demand for colored vitreous enameled ware, including not merely kitchen utensils and bathroom appointments, but advertising signs, restaurant fixtures, stove parts, etc. By way of helping out the industries which have little source material on enameling in color, the commerce staff has undertaken a study of the compositions and processes involved in the production of colored enamels by grinding stains with the enamel frit.

This exploration has discovered technical secrets such as the requirements in time, temperature and furnace atmosphere necessary to duplicate the shade of color obtained with a given batch combination. The relative narrowness of the range of compositions which has heretofore characterized most commercial enamels has led the Government specialists to an investigation to determine the effects of greater changes in composition than have heretofore been attempted.

Even the Post Office Department has had a finger in the color pie. As a result of its latest investigations olive green letter-box enamel has been made standard in lieu of the chrome green paint heretofore specified. At the Government Printing Office important technical work has been started during the past few months relative to the standardization of colors of printing inks. There are in process standard specifications covering the pigments and the formulas used in the manufacture of printing ink.

APPEARING IN NEWSPAPERS IN EIGHTEEN KEY CITIES AND IN LEADING ADVERTISING PUBLICATIONS

news

EAGER, restless, ambitious America has one great, dominating passion—*it wants to know!* Whatever happens—wherever it happens—America must know, and know at once.

Everything great, everything vital—it must know, but it must know lesser things too. It must know if a Balkan king slips from his tottering throne, but it must also know what took place yesterday in its home town—who died, who was married—all the thousand and one things that go to make up the budget of a day's news. Everything that happens, everything that is done or said or thought, must be known.

This eager, healthy curiosity, this desire to know, this eternal search for new, full light on every subject, dominates America. It has made America what it is. It developed America—discovered its gold and coal and oil—harnessed its electricity—founded its cities and schools—made its farms—built its factories.

And it gave America its newspapers.

No other nation demands so much of its newspapers as America; in no other country has this demand been met so fully and so admirably. No other country calls for and supports so vast a news-supplying service as does young, eager America.

No service less than that of the Hearst Newspapers would satisfy it, and they succeed in satisfying it only because their immense news-gathering service is made up of the brightest and ablest men obtainable, stationed in every part of the globe.

Hearst Newspapers are the greatest carriers of the commodity of *news* the world has ever seen. They comb the world for news—unceasingly, unfailingly—that in eighteen great cities giant presses may speed it out to the more than twenty million readers of Hearst Newspapers who “want to know”—and know at once.



Keystone of the Hearst Newspapers

NEWSPAPERS

August Newspaper Lineage in Forty-One Cities

In the forty-one cities listed below, twenty-seven show a gain in volume of total newspaper advertising during the month of August, 1928, while fourteen show a loss for the same month in 1928. Total lineage for the month was 120,721,482 as against 119,370,411 lines in 1927, a gain of 1,351,071, or 1.1 per cent. Of the 154 newspapers listed, 85 show gains; 67, losses, (2, no comparison). Figures furnished by the Statistical Department, New York Evening Post, Inc., supplemented by this magazine:

	1928	1927	Change
New York.....	11,071,659	11,489,969	-418,310
Chicago.....	6,271,917	6,334,983	-63,066
Philadelphia ..	5,073,839	5,516,817	-442,978
Detroit.....	4,441,556	4,086,250	+355,306
Cleveland.....	3,368,025	3,235,275	+132,750
St. Louis.....	3,420,800	3,309,580	+111,220
Boston.....	4,090,114	4,039,229	+50,885
Baltimore.....	3,312,972	3,425,613	-112,641
Los Angeles....	5,813,976	5,952,128	-138,152
Buffalo.....	2,724,909	2,640,272	+84,637
San Francisco..	4,118,156	4,032,854	+85,302
Milwaukee.....	2,561,484	2,482,539	+78,945
Washington....	3,396,091	3,608,529	-212,438
Cincinnati.....	2,959,124	2,964,906	-5,782
New Orleans...	3,192,681	3,191,850	+831
Minneapolis...	2,677,905	2,616,951	+60,954
Seattle.....	2,672,900	2,590,448	+82,452
Indianapolis...	2,485,425	2,610,333	-124,908
Denver.....	2,538,599	2,399,132	+139,467
Providence.....	2,270,451	2,230,640	+39,811
Columbus.....	2,978,067	3,033,001	-54,934
Louisville.....	2,428,581	2,387,870	+40,711
St. Paul.....	2,237,914	2,177,448	+60,466
Oakland.....	2,405,928	2,219,882	+186,046
Omaha.....	1,646,764	1,372,812	+273,952
Birmingham...	2,553,138	2,171,932	+381,206
Richmond.....	1,753,262	1,661,188	+92,074
Dayton.....	2,305,772	2,456,972	-151,200
Houston.....	2,547,650	2,417,870	+129,780
Des Moines....	1,424,595	1,334,730	+89,865
Bridgeport....	1,718,842	1,569,948	+148,894
Fort Worth....	1,635,694	1,470,112	+165,582
Memphis.....	2,245,054	2,283,869	-38,815
Miami.....	823,284	986,755	-163,471
Newark.....	1,474,494	1,505,715	-31,221
Rochester.....	2,739,425	3,056,421	-316,996
Salt Lake City	1,791,818	1,588,020	+203,798
Spokane.....	1,915,858	1,770,831	+145,027
Syracuse.....	2,154,866	1,917,167	+237,699
Toledo.....	2,372,239	2,291,900	+80,339
Worcester.....	1,478,103	1,347,479	+130,624
Total.....	120,721,482	119,370,411	+1,351,071

Note references under individual newspaper lineage.

	1928	1927	Change
American.....	805,652	864,868	-59,216
Bronx Home News	372,449	409,809	-37,360
Herald Trib....	1,187,026	1,181,204	+5,822
Times.....	1,910,900	1,920,182	-9,282
World.....	968,504	1,113,448	-144,944
*Mirror (tab.)..	111,316	160,720	-49,404
*News (tab.)...	640,874	607,142	+33,732
*Eve. Graphic...	187,674	216,296	-28,622
*Eve. Journal...	837,750	833,764	+3,986
*Eve. Post.....	314,392	302,626	+11,766
*Eve. World....	350,072	617,478	-267,406
*Sun.....	940,604	955,432	-14,828
*Telegram.....	362,260	435,992	-73,732
Brooklyn Eagle	1,232,200	1,152,166	+80,034
Brooklyn Times	345,084	345,920	-836
Standard Union	324,902	322,922	+1,980
Totals.....	11,071,659	11,489,969	-418,310

	1928	1927	Change
*Daily News...	1,459,845	1,431,693	+28,152
Tribune.....	2,063,571	2,267,151	-203,580
Herald Exam...	793,614	836,010	-42,396
*Post.....	725,706	376,935	+348,771
*American.....	1,024,131	929,301	+94,830
*Journal.....	205,050	493,893	-288,843
Totals.....	6,271,917	6,334,983	-63,066

	1928	1927	Change
News.....	2,309,874	2,149,714	+160,160
Times.....	1,073,254	860,300	+212,954
Free Press....	1,058,428	1,076,236	-17,808
Totals.....	4,441,556	4,086,250	+355,306

* No Sunday Edition.

	1928	1927	Change
Plain Dealer...	1,239,975	1,276,875	-36,900
News-Leader...	897,975	857,625	+40,350
*Press.....	1,230,075	1,100,775	+129,300
Totals.....	3,368,025	3,235,275	+132,750

	1928	1927	Change
Post-Dispatch ..	1,605,800	1,659,280	-53,480
Globe-Democrat.	899,400	950,400	-51,000
*Star.....	600,900	436,200	+164,700
Times.....	314,700	263,700	+51,000
Totals.....	3,420,800	3,309,580	+111,220

	1928	1927	Change
Herald.....	964,971	1,007,968	-42,997
Globe.....	1,105,056	1,061,939	+43,117
Post.....	896,977	785,203	+111,774
Advertiser....	306,764	315,402	-8,638
*American.....	348,659	392,464	-43,805
*Transcript...	467,687	476,253	-8,566
Totals.....	4,090,114	4,039,229	+50,885

	1928	1927	Change
Sun.....	1,085,194	1,131,676	-46,482
*Eve. Sun.....	1,201,950	1,066,945	+135,005
American.....	140,977	417,474	-276,497
*News.....	564,163	540,062	+24,101
*Post.....	320,688	269,456	+51,232
Totals.....	3,312,972	3,425,613	-112,641

	1928	1927	Change
Times.....	1,714,902	1,825,474	-110,572
Examiner.....	1,527,246	1,582,532	-55,286
*Express.....	715,218	714,014	+1,204
*Herald.....	1,192,394	1,231,426	-39,032
*Record.....	377,636	374,164	+3,472
News (tab)...	286,580	224,518	+62,062
Totals.....	5,813,976	5,952,128	-138,152

	1928	1927	Change
Courier.....	708,809	713,972	-5,163
Times.....	875,531	860,644	+14,887
*News.....	1,140,569	1,065,656	+74,913
Totals.....	2,724,909	2,640,272	+84,637

	1928	1927	Change
Chronicle.....	899,962	860,594	+39,368
Examiner.....	1,402,212	1,343,286	+58,926
Bulletin.....	476,532	403,214	+73,318
*Call.....	730,408	823,648	-93,240
*News.....	609,042	602,112	+6,930
Totals.....	4,118,156	4,032,854	+85,302

	1928	1927	Change
Journal.....	1,311,475	1,226,442	+85,033
Sentinel.....	479,942	537,963	-58,021
*Leader.....	150,652	148,721	+1,931
*Wis. News....	619,415	569,413	+50,002
Totals.....	2,561,484	2,482,539	+78,945

	1928	1927	Change
Star.....	1,838,754	1,855,290	-16,536
Post.....	589,386	615,899	-26,513
*Eve. Times...	452,993	533,370	-80,377
Herald.....	328,185	428,911	-100,726
*Eve. News...	186,773	175,059	+11,714
Totals.....	3,396,091	3,608,529	-212,438

	1928	1927	Change
*Post.....	678,482	699,594	-21,112
*Times-Star...	1,079,204	1,062,908	+16,296
Enquirer.....	965,020	972,608	-7,588
Tribune.....	236,418	229,796	+6,622
Totals.....	2,959,124	2,964,906	-5,782

	1928	1927	Change
Times-Picayune	1,376,772	1,402,161	-25,389
Item.....	688,823	721,221	-32,398
States.....	603,145	626,039	-22,894
*Tribune.....	523,941	442,429	+81,512
Totals.....	3,192,681	3,191,850	+831

	1928	1927	Change
Tribune.....	1,058,372	1,063,385	-5,013
Journal.....	1,098,647	1,083,557	+15,090
*Star.....	520,886	470,009	+50,877
Totals.....	2,677,905	2,616,951	+60,954

	1928	1927	Change
Inquirer.....	1,185,600	1,305,260	-119,660
Record.....	583,740	645,790	-62,050
Ledger.....	786,605	932,148	-145,543
*Eve. Ledger...	807,158	930,045	-122,887
*Bulletin.....	1,288,776	1,277,564	+11,212
*Sun.....	421,960	309,425	+112,535
Totals.....	5,073,839	5,516,817	-442,978

Sun discontinued February, 1928.

	1928	1927	Change
Times.....	1,363,446	1,233,456	+129,990
Post-Intellig.	817,838	838,306	-20,468
*Star.....	491,616	518,686	-27,070
Totals.....	2,672,900	2,590,448	+82,452

	1928	1927	Change
*News.....	1,246,083	1,310,355	-64,272
Star.....	810,180	937,767	-127,587
*Times.....	429,162	362,211	+66,951
Totals.....	2,485,425	2,610,333	-124,908

	1928	1927	Change
News.....	610,565	738,660	-128,095
Post.....	1,113,809	733,280	+380,529
*News.....	474,035	558,240	-84,205
*Post.....	340,190	368,952	-28,762
Totals.....	2,538,599	2,399,132	+139,467

	1928	1927	Change
Journal.....	688,530	679,909	+8,621
*Bulletin.....	1,024,926	978,660	+46,266
Tribune.....	253,532	280,386	-26,854
*News.....	303,463	291,685	+11,778
Totals.....	2,270,451	2,230,640	+39,811

	1928	1927	Change
Dispatch.....	1,545,118	1,506,030	+39,088
Journal.....	549,395	607,192	-57,797
*Citizen.....	883,554	919,779	-36,225
Totals.....	2,978,067	3,033,001	-54,934

	1928	1927	Change
Courier-Journal	940,549	978,921	-38,372
Herald-Post...	607,156	559,921	+47,235
*Times.....	880,876	849,028	+31,848
Totals.....	2,428,581	2,387,870	+40,711

	1928	1927	Change
*Dispatch.....	768,810	741,972	+26,838
Pioneer Press..	809,256	752,850	+56,406
News.....	659,848	682,626	-22,778
Totals.....	2,237,914	2,177,448	+60,466

	1928	1927	Change
Tribune.....	1,558,186	1,391,446	+166,740
*Post-Inquirer	847,742	755,496	+92,246
Times.....	72,940	72,940	0
Totals.....	2,405,928	2,219,882	+186,046

	1928	1927	Change
World-Herald..	971,726	858,228	+113,498
Bee-News.....	675,038	514,584	+160,454
Totals.....	1,646,764	1,372,812	+273,952

	1928	1927	Change
Age-Herald...	660,086	459,872	+200,214
News.....	1,353,842	1,243,102	+110,740
*Post.....	539,210	468,958	+70,252
Totals.....	2,553,138	2,171,932	+381,206

The Sunday Age-Herald was merged into the Sunday News on June 1, 1927. The above figures for the Age-Herald for 1928 and 1927 cover the daily edition only.

	1928	1927	Change
*News-Leader ..	959,448	917,536	+41,912
Times-Dispatch	793,814	743,652	+50,162
Totals.....	1,753,262	1,661,188	+92,074

	1928	1927	Change
News.....	1,108,436	1,173,046	-64,610
*Herald.....	747,278	763,462	-16,184
Journal.....	450,558	520,464	-70,406
Totals.....	2,305,772	2,456,972	-151,200

(Continued on page 64)

NEWs is the currency with which reader-interest is bought. No newspaper ever grew great on a meager editorial bank-roll. The *Chicago Evening American has so invested its news that it has for years been the leading evening newspaper of Chicago by a pronounced margin.

**One of 28 Hearst Newspapers read
by more than twenty million people*

CHICAGO  AMERICAN

A good newspaper

Member of International News Service and Universal Service

Servel Inaugurates Larger Campaign on "Gas Refrigerator"

Featuring "the gas refrigerator," Servel Sales, Inc., has just launched in newspapers, magazines and other media an enlarged campaign on Electrolux. J. M. Bickel, advertising manager, announced this week. The majority of Electrolux refrigerators now in service throughout the country are gas operated, Mr. Bickel explained.

The first advertisement in the series appeared last week in the *Saturday Evening Post* under the headline, "This Advertisement Is Addressed to 82 Men," and announced that there are eighty-two Electrolux distributor franchises available.

Plans called for double spreads and single pages in color in the *Post* and *Good Housekeeping*, as well as a humorous campaign in the *New Yorker*. Dealer tie-up advertisements will be run in newspapers—the space averaging seventeen inches by five columns.

Business publications in the refrigeration, gas, building and architectural fields will also be used.

Park & Tilford Will Expand Nationally

David A. Schulte has announced that the Park & Tilford Stores, operating in New York, which he controls, will soon be expanded on a nation-wide scale, and stores may even be established abroad.

Mr. Schulte also controls the Schulte Cigar Stores and is prominent in the Schulte United Chain of five cent to one dollar stores.

Sonora Names Chadeayne to Direct Advertising

L. F. Chadeayne, assistant to the advertising manager of the Radio Corporation of America for the past five years, has become advertising manager of the Sonora Phonograph Company.

An advertising campaign in newspapers and magazines will start this month, with Pedlar & Ryan, New York agency, directing.

Sales headquarters and showrooms of the Mohawk Carpet Mills will be established November 1 at 295 Fifth avenue, New York City. At that time selling arrangements between the Mohawk Carpet Mills and W. & J. Sloane will be terminated. George Lambie is general sales manager for Mohawk.



Harry A. Kaufmann

Chrysler Will Introduce New Line of Trucks

The Fargo Motor Corporation has been formed as a division of the Chrysler Corporation to market the Fargo Express line of trucks. Harry A. Kaufmann, formerly a sales executive of the Graham Brothers division of the Dodge Brothers Corporation, will be in charge of sales.

Distribution will be through Chrysler, DeSoto and Plymouth dealers, as well as through dealers of other organizations, under separate sales agreement. The first models to be introduced will be of one-half-ton and three-quarter-ton capacity.

MacManus, Inc., are handling the account.

Merlin Corporation to Introduce New Soap

The Merlin Products Corporation has been formed in New York City to take over the M. O. Wilkins Corporation, and to market a new household cleaner by that name. During the past year the product has been sold in bulk to hospitals, railroad stations, hotels, etc. A consumer advertising campaign, involving an expenditure of \$500,000 in the first six months in newspapers, posters and other media, is expected to be launched early in 1929.

Officers of the corporation are M. O. Wilkins, vice-president and general manager; Joseph Lorenz, president, and John M. Mallin, secretary-treasurer. Stanley G. Grady will have charge of sales.

National Pharmacy Week, October 14-20, to Tell of Druggist's Work

Window displays will appear in drug stores throughout the country October 14 to 20 in an educational campaign for National Pharmacy Week.

Plans for the week are in charge of a committee on educational research of the National Wholesale Druggists' Association to set forth to the public the professional side of pharmacy in the interests of the retail druggists of America.

The week will emphasize the services of both the physician and pharmacist. "When your physician writes a prescription for you," says a window card, "he knows that your pharmacist has had years of college training and experience which qualify him to fill it; that the accurate compounding of his prescription is as important as a proper diagnosis, and that your pharmacist has the endorsement of your state."

Displays for four windows have been prepared. One will be devoted entirely to digitalis, a heart tonic. Another will feature digitalis, aconite, a sedative, aloes, a cathartic, belladonna and a variety of other drugs.

One window will show crude drugs and chemicals, and a fourth will be devoted exclusively to biological preparations, such as insulin, diphtheria antitoxin, pneumonia antitoxin and smallpox and typhoid vaccines.

Dried Fruit Research Institute Formed

Packers of dried fruits in California have formed the California Dried Fruit Research Institute to determine ways for expanding their markets. At present the work is devoted chiefly to raisins, a major dried fruit crop there, which is at present suffering more than the others from overproduction.

Fourteen British journalists, headed by Ralph D. Blumenfeld, chairman of the London *Daily Express*, in the United States as guests of the Carnegie Endowment for International Peace, were guests of the Advertising Club of New York, Wednesday. Speakers were Frank B. Noyes, president of the Associated Press; Roy W. Howard of the Scripps-Howard newspapers; Col. Frank Knox and Arthur Brisbane of the Hearst newspapers; John G. Jones of the Alexander Hamilton Institute, and Louis Wiley of the New York *Times*.

James Wright Brown of *Editor and Publisher*, presided.

More Than
200,000
DAILY

Los Angeles Examiner

"Greatest Salesman in the West"

More Than
440,000
SUNDAY

5c DAILY

OCTOBER 6, 1928

10c SUNDAY

COOKING MATINEES RESUME IN L. A. WITH CROWDS STORMING AUDITORIUM

FOOD ACCOUNTS ARE GIVEN BIG IMPETUS

THE women of Los Angeles want to know how to cook better, and they want to know just what branded food products they should use!

That fact was firmly established when The Los Angeles Examiner's Cooking Matinees reopened, following the summer recess, on Tuesday afternoon, September 25th, with the auditorium at Barker Bros. beautiful store crowded to capacity, and more than 1,000 unable to gain admission.

Trinity of Artists

With Julien Perbost, Maurice Coudert and August Schaarschmidt, all from the famed movie hotel, the Roosevelt, in Hollywood, acting as guest-chefs, and Prudence Penny, of The Examiner's Household Economics Department, directing affairs, the women who attended received a lot of inside information on the preparation of dishes that have intrigued appetites in rendezvous socially popular throughout the world.

Autographed recipe cards, containing the names of the Examiner advertised food products that were used, were handed the women attending, obviating the necessity of taking notes while the program was in session. A brilliant organ recital was a prelude to the rise of the curtain on Prudence Penny's kitchen on the stage.

Rush Schedules

It is imperative that agencies handling food accounts, and that sales managers of food manufacturing concerns, immediately inform The Examiner of any plans they may have for taking advantage of the selling opportunity in The Los Angeles market that these Cooking Matinees provide, as schedules are being prepared in connection with demonstrations and the use of the products in forthcoming matinees.

The Examiner's cooking sessions, as food advertisers know, are held in the delightful auditorium of Barker Bros., one of the most beautiful retail establishments in the country. At least 1,000 women attend weekly and hear chefs from the finest clubs and hotels reveal the secrets that have made them famous.

L. A. Fish Canneries Set State Record

WITH a total value of \$11,301,397, fish canned in the harbor district led all other sections of the state in 1927, according to a statistical report just issued by the State Fish and Game Commission.

Total value of the state's output was stated to be \$23,348,516, the seventeen canneries in the harbor area contributing almost half of the amount.

Sardine canning for the season, which closed in June this year, showed a total of 878,175 cases for this district.

AMID THIS MAGNIFICENCE!



Here's the impressive lobby of Barker Bros., in Los Angeles, conceded one of the most beautiful retail establishments in America. In the auditorium on the eleventh floor of this store is where The Examiner's Cooking Matinees are held.

PROFESSIONAL MEN SHOW PREFERENCE FOR EXAMINER

THE professional men of Los Angeles prefer The Examiner to any other morning newspaper in the city. At least that's the clear-cut evidence that resulted from a recent brief investigation when we had members of our Merchandising Service Department ask 137 professional men, selected at random, what paper they read.

Of the 137, 62 said they read The Examiner daily; 38 said they not only read The Examiner daily, but also another morning paper here; 31 preferred the other morning paper; 6 chose a third morning paper, a tabloid. The Sunday preferences showed: 77 Examiner; 36 Examiner and other Sunday paper; 24 the other Sunday paper only.

Radio Competition Given Big Setback

THE decision made by advertising agencies, radio manufacturers, radio jobbers and dealers, when the radio industry first had its inception some few years back, that The Examiner represented the finest sales assistance which could be purchased in Los Angeles, still maintains.

During radio show week in America's fifth greatest market, The Examiner published 12,964 more lines of radio advertising than the next nearest paper. It published, beside a 10-page radio section, a 5-page Majestic special, a 4-page

Crosley Radio section, and a special Crosley page, on top of a lot of radio advertising that took run of paper.

Long Beach Ford Plans Are Doubled

A FACTORY and assembling plant costing \$10,000,000 and nearly twice as large as that originally planned, will be erected at once by the Ford Motor Company on its site at Long Beach. The information was received from Detroit. Construction is to start about October 1st.

One of the 28 Hearst Newspapers Read by More Than 20,000,000 People!



The campaign of the AutoStrop Safety Razor Company for their new razor and shaving cream is presented "dramatically" in this salesman's portfolio.

AutoStrop Starts in to Hold 2,000,000 New Customers

BY LAWRENCE M. HUGHES

To hold nearly 2,000,000 new users added in an eight-weeks' club offer campaign last summer—and to add to their number—the AutoStrop Safety Razor Company, New York, has started a new campaign, based on the lines of the first, but on a larger scale. In the introductory campaign, asserted N. R. Maas, president of the company, in announcing their plans for fall, five magazines and fifteen metropolitan newspapers were employed to advertise the fact that the new "\$1,000,000" AutoStrop would be given away with every package of ten blades sold. In the eight weeks' duration of the offer, Mr. Maas explained, more than 3,000,000 people availed themselves of it. Sixty per cent of them had never used the AutoStrop before.

About \$750,000 will be spent in advertising during both campaigns to promote the new model.

"All the main characteristics are continued," Mr. Maas said, "in addition to the announcement that the 'million-dollar razor' is now available in better finish and permanent package.

The new campaign, which has just started in the *Saturday Evening Post*, *Literary Digest*, *Colliers*, *Liberty* and the *New Yorker*, and in newspapers of more than 300 smaller cities throughout the country, will be de-

voted to holding and developing this new market.

"The story in the earlier campaign was told largely in headlines—and headlines will tell the story in the new campaign. The copy makes an attempt to sell the public on the idea of stroping. A line in each ad says 'Stroping Is Essential to the Perfect Shave'; and this is amplified by the heads, one of which reads: 'Why Shave With Needles?'; and another, 'A Million Barbers Can't Be Wrong.'

"The first two advertisements in the fall campaign are intended to close the gap where we left off with the original campaign by stating that the razor is a nation-wide sensation, and that 'A Million Boosters Say It's Great.'

"The 'million' line was repeated here, in spite of the fact that we actually sold several times that number of razors, because it was our original objective, emphasized throughout the earlier campaign, and because we have tried to hammer home the million idea, without even a numeral to qualify it."

The new campaign, Mr. Maas pointed out, will also introduce AutoStrop shaving cream.

To aid their salesmen in selling to jobbers and chain stores, AutoStrop has prepared a "dramatic exposition" of

the Fall campaign, in which the features of the razor and of the cream and of the advertising campaign, and dealer helps to promote them, are told in a series of "moving picture" flashes. This portfolio, leather bound, is designed to emphasize the prestige which the new model has gained.

The same portfolio in boiled-down pocket size will be sent to several thousand jobbers' salesmen.

Formation of a \$100,000,000 buying organization by the resident buying firms of H. W. Fitzhugh, White & Pardee and Walter L. Howell Company, to operate after February 1, under the name of the Wholesalers' Service Company, Inc., was announced in New York recently by F. H. Pardee of White & Pardee.

The new company will represent a number of large wholesale houses in addition to those now affiliated with the three concerns, Mr. Pardee said.

Furniture Dealers Join to Promote Style "Consciousness"

To develop style and beauty "consciousness" in home furnishings, the National Retail Furniture Association, Chicago, will complete an advertising campaign, to be run primarily in national magazines.

The advertising probably will not begin until May, 1929. Meanwhile, a national organization of furniture manufacturers and dealers, in support of the campaign, has been developed, and is being operated under the direction of a board of trustees, of which Harry F. Cappel, past president of the national association, is chairman. Other members of the board are: Russell H. Tarr, Tampa, president of the national association; R. R. Rau, Chicago, secretary; Jurgen Petersen, Chicago, and R. L. Mehornay, Kansas City. The campaign will continue through 1933.

The appeal of style, beauty or utility, Mr. Cappel said, "is now a dominant factor in the furniture field. The price appeal is secondary. The small apartment and built-in equipment have lessened the average family's need for furniture in quantity by nearly 50 per cent. The industry has all the more need for developing ideals of quality as a consequence. It is an interesting fact to note that the average family now spends approximately \$53 per year for furniture, which is less than one-third of the amount it spends for an automobile."

Romance, a women's magazine of adventure, will be started by the Butterick Company next month.

16+469

MOST advertising men know that The American Weekly is a magazine of tremendous influence in 16 principal American cities—

But that is only the beginning of the story!

In 153 cities of 10,000 population and over, The American Weekly reaches over 67% of the homes—from 40 to 50% in 119 more cities—from 30 to 40% in an additional 108 cities—and from 20 to 30% in another 105 cities! An amazing total circulation averaging almost every other family in 485 prosperous and populous American communities!

Not only that—The American Weekly reaches 1,826,507 additional families in thousands of other thriving communities—making an impressive national total of 5,646,898 families—more than every fourth English-speaking home in the United States!

Only *one* magazine has ever accomplished it—The American Weekly!

THE Greatest Circulation in the world AMERICAN WEEKLY

Main Office: 9 East 40th Street, New York City

Branch Offices:

Wrigley Bldg.
Chicago

5 Winthrop Square
Boston

753 Bonnie Brae
Los Angeles

222 Monadnock Bldg.
San Francisco

11-250 General Motors Bldg.
Detroit

1138 Hanna Bldg.
Cleveland

101 Marietta Street
Atlanta

Business Indices

The outstanding feature of the business situation is the credit condition growing out of the demand for money from farmers and commercial interests at a time when stock market operations are still abnormally active. Speakers at the American Bankers' Association convention were outspoken in their warnings that the strain must be relieved if the outlook for increased prosperity is not to be checked, and point was given to their remarks by the figures of New York Stock Exchange loans on September 30, showing a total of \$5,514,000,000, the highest point ever reached, 9 per cent above the previous high, May 31. Bank figures showed that general transactions are on a large scale.

Total Transactions

Bank clearings of twenty-three large cities in the week ended September 27 totaled \$10,870,977,000, 13.1 per cent above those of the same week in 1927. New York's clearings were up 15.5 per cent, while the other cities showed a gain of 8.7 per cent, only seven being down. Debits against individual accounts amounted to \$15,846,187,000, an advance over last year of 15.5. All but two of the districts outside New York were higher, their aggregate being 11.4 above the level of 1927. New York gained 18.2 per cent.

Margin of Profits

Prices of commodities were slightly down again last week, Irving Fisher's Index standing at 99.3, compared with 99.8 the week before.

Steel Production

Steel ingot production shows a rising tendency, the total for the country being at 85 per cent of capacity, compared with 81 per cent two weeks ago and 65 per cent a year ago.

Credit Conditions

Money remains dear, the call rate ruling at from 8 to 10, while time money still commands from 7¼ to 7½ and best name commercial paper 5½.

Proposed \$200,000,000

Coal Merger Fails

A proposed \$200,000,000 consolidation of soft coal properties in southern West Virginia and Virginia, negotiations for which have been under way for several months, has been abandoned owing to the refusal of certain operators to accept the terms offered by the committee of coal executives in charge of coal negotiations.

Bureau of Advertising Outlines a Standard Market Survey Plan

A Market Survey Form, intended to standardize market surveys "as completely as the advertising rate card," and including in a single folder most of the information about trading areas and newspapers that advertisers and agencies need, has been developed by the Bureau of Advertising, American Newspaper Publishers' Association, and was sent this week to newspaper members of the bureau and of the association with a request for suggestions as to its improvement.

On the first page of the four-page folder appear maps of the wholesale and retail trading areas of "Typicaltown, Winn.," with a description of the surrounding territory.

Page 2 describes the population, wealth, industries and living and working and shopping conditions of Typicaltown.

Page 3 enumerates wholesale and retail outlets. The last page is devoted to the "Typicaltown Times"—with a breakdown of its circulation and advertising lineage and a list of the services it will, or will not, render to advertisers and agencies.

Bible Corporation Names 50 District Managers

Fifty district managers and 168 salesmen have been appointed recently by the Bible Corporation of America, New York, to promote a new picture Bible, retailing from \$8.75 to \$17.50. The Bible Corporation was formed two years ago. The company aims to develop an organization of district managers in about 150 cities, and a sales force of about 500 for house-to-house promotion.

As soon as national distribution has been obtained a permanent advertising agency will be appointed. Hollis Searles is president of the company and Hugh F. Newman, sales director.

Howe Scale Moves Sales Headquarters

The advertising and sales offices of the Howe Scale Company have been transferred from the factory at Rutland, Vermont, to 123 Lafayette street, New York City.

They will be in charge of E. V. Sycher, sales promotion manager of the company, who has also taken over the sales direction of their three Eastern branches.

Account Changes

PABST CORPORATION, Milwaukee, Pabst-ett cheese, beverages, malt syrup and other food products, to Olson and Enzinger, Inc., there. Magazines, newspapers and trade papers.

EXCELSIOR BREWERY, INC., Brooklyn, Olde Keg and Excelsior cereal beverages and other products, to Smith, Sturgis & Moore, Inc., New York City. Newspapers.

C. H. MCALEER MANUFACTURING COMPANY, Detroit, automobile cleaners and polishes, to Campbell-Ewald Company. An extensive national advertising campaign is planned.

NATIONAL COMMITTEE ON CORRECT STYLE of the Millinery Association of America, to Gardner Advertising Company, St. Louis. Gravure advertising and women's magazines.

W. F. QUARRIE & COMPANY, Chicago, publishers of the World Book Encyclopaedia, to Critchfield & Company, there. Newspapers, magazines, radio and other media.

SANFORD MOTOR TRUCK COMPANY, Syracuse, to G. F. Barthe & Company there. Magazines, export publications, posters and metal signs.

HANDY WASHER COMPANY, Syracuse, hand-operated washing machines, to Z. L. Potter Company there. Magazines and farm papers.

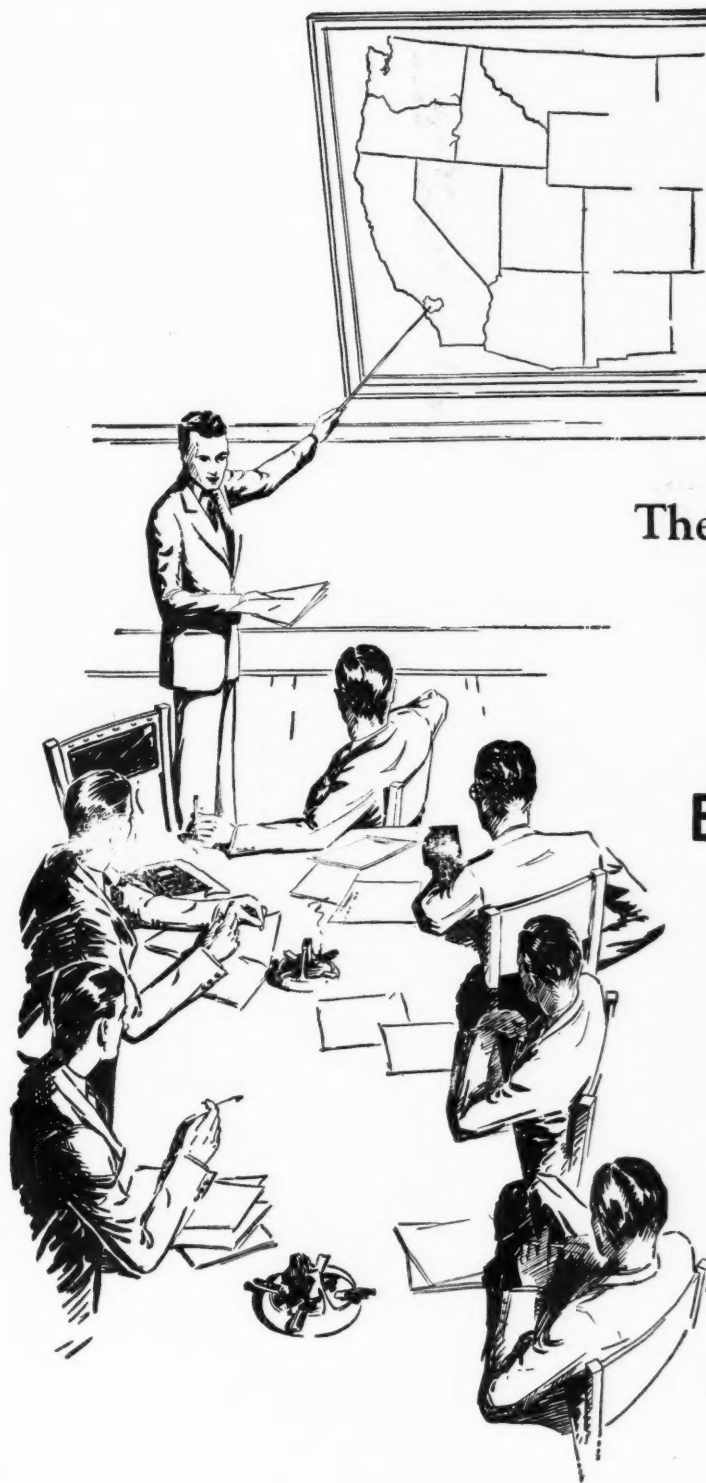
FURNESS-BERMUDA LINE to Wendell P. Colton Company, New York City. Newspapers, magazines, direct mail and outdoor.

CANADAY COOLER COMPANY, New York City, leasing water coolers to office buildings, to Lawrence Fertig Company, Inc., there. Newspapers and direct mail.

WILLIAM E. WRIGHT & SONS COMPANY, Orange, New Jersey, bias fold tape, to Joseph E. Hanson Company, Newark, effective January 1, 1929.

NEVE DRUG STORES, New York City, to the United Advertising Agency, Inc., there.

UNIVERSAL MOTOR COMPANY, Oshkosh, Wisconsin, marine and industrial motors, electric plants and engine-driven pumping sets, to Buchen Company, Chicago. Marine, outdoor and trade papers and export publications.



On the Pacific Coast-

The Largest Daily Newspaper

(both in Circulation and Advertising)

In the Largest Market

Is the

**LOS ANGELES
EVENING HERALD**

Circulation—Daily

223,130

Leading First Morning Paper by 15,458

Leading Second Evening Paper by 78,249

Display Advertising Volume

First Eight Months—1928

8,443,106 Agate Lines

Leading First Morning Daily by
2,407,846 Lines

Leading Second Evening Paper by
2,965,242 Lines

New York
by
HERBERT W. MOLONEY
342 Madison Ave.

Represented in
Chicago
by
JOHN H. LEDERER
910 Hearst Bldg.

San Francisco
by
A. J. NORRIS HILL
610 Hearst Bldg.

"One of the Twenty-eight Hearst Newspapers Read by More Than Twenty Million People"

Opticians Find "Style" Best Reason for Urging Extra Pair of Glasses

To induce people to buy an extra pair of glasses, "style" is the most cogent reason, Bausch & Lomb Optical Company of Rochester has decided as a result of an "extra pair" contest among its dealers. "Prescription," "recreation" and "emergency" follow as appeals in that order.

"As long as the men in the optical trade continue to think of 'extra' pairs," however, asserts George Hart, optician of New York City, in his essay which won first prize, "it will be difficult to educate the public up to the idea of having more than one pair.

"It will be necessary for us to begin to think of 'an outfit of glasses,'" Mr. Hart believes, "to get our message over to the public."

Aside from the physiological needs of the individual's eyes, the Bausch & Lomb Company points out in summarizing the contest, "practically all contestants agree that the appeal which is productive of the largest number of additional sales is that of style. Different glasses, for example, are suggested for street and evening wear; and "when Madame has made her selection for evening wear, the conversation is led around to golf, travel or other outdoor subjects, and so is tied up naturally to a third pair for outdoor sports."

Because of the fact that "salesmanship, as such, is unfavorably regarded" in the optical business, no special significance will be given to the "extra pair" idea in the company's advertising campaign.

"Continuous Market" Begun in Chicago

The creation of monthly or quarterly markets—bringing the buyer in more frequently and enabling the manufacturer to have a continuous display for his products—will be undertaken in the new Merchandise Mart of Chicago, the world's largest business building, ground for which has just been broken.

Models change so rapidly that the new plan, it is expected, will be of advantage to both the manufacturer and the buyer—permitting the buyer, who is usually manager of his department, to arrange for shorter and more frequent trips.



Warner Cory has been appointed vice-president in charge of sales of the Hecker H-O Company, Buffalo, New York.

Rochester Sales Managers Start Year's Work

W. E. Hess, New York sales counselor, opened the fall season of the Sales Managers' Club of the Rochester Chamber of Commerce recently, with a talk on "Merchandising Methods." Mr. Hess pointed out that the three main reasons for low sales and increased sales costs are sales managers' lack of ability to create modern ideas and methods, and because of changes in distribution methods and in consumers' habits. He believed that as a rule more sales could be had through fewer and more loyal dealers.

The Sales Managers' Club meets on alternate Friday noons from September through May, with Philip M. Beecher as president.

George W. Lee, sales manager of the Todd Protectograph Company, will speak October 5 on "Training Our Salesmen"; Harry C. Stevenson, president Rochester Folding Box Company, November 2, on "Standardization in Production and Distribution"; H. G. Kenagy, Life Insurance Sales Research Bureau, Hartford, November 16, on "The Mechanics of Selling"; William Pidgeon, Jr., Rochester shoe retailer, November 30, on "Promotional Helps for Retailers," and E. J. Finneran, advertising and sales director, General Ice Cream Company, December 14, "Teamwork or Production, Sales and Advertising Units, Pulling Together." October 19 is still open.

Bristol-Myers Company Buys Frederick Ingram

Bristol-Myers Company of New York, makers of Sal-Hepatica, Ipana tooth paste and other pharmaceutical products, has purchased Frederick M. Ingram Company of Detroit. The Ingram company's best-known products are their shaving cream and milkweed lotion.

No changes in sales policy, personnel or in the Ingram advertising account have yet been decided upon, an official of the company said.

Campaigns to Be Launched in Industrial Markets

(Continued from page 24)

ladders had the 100 per cent backing of the manufacturer, proved by the guarantee tag and numbering system which assured each buyer that the maker stood solidly behind them. Constructional advantages of Utility ladders were explained, and maintenance men were urged to specify "Utility" by name when ordering. Users were reminded of the fact that a really good step ladder was indispensable; a ladder strong to resist the hardest wear and capable of standing up under all loads.

In order to prepare purchasing agents for the demand made upon them, space was contracted for in a publication reaching such men. The purchasing agent was told that economy lay in ordering only the best brand of ladders; that Utility ladders far outlasted ordinary makes and that if "Utility" were written on the order, ladders would be purchased less often. This purchasing agent copy also aimed to educate that a step ladder was a working tool and deserved the most careful consideration before buying. Naturally the guarantee tag and constructional advantages were also featured.

At this stage we will leave the Utility Woodware Company to develop its industrial business. Naturally it will find certain stumbling blocks, and to secure industrial recognition will take time. No doubt exists, however, as to the fertility of the market. Industry buys step ladders, extension ladders and special purpose ladders. It is scattering its buying among a number of manufacturers and it remains for the company to divert the bulk of this buying toward Utility ladders. That it will succeed is a foregone conclusion, provided it maintains the pace it has set in its initial efforts.

Des Moines' Largest Store Serves a "City" of MORE than a MILLION!

VISITORS from Chicago and New York, on their first trip to the store, invariably ask, "How is a store the size of Younkers possible in a city of 150,000 population?" The answer is simple. Younkers serves a "city" of more than a million population, for more than 1,000,000 people reside within three hours driving distance of Des Moines, and most of these people think of Younkers as their store.

In Iowa today, provincialism is a thing of the past. Women of the smaller cities and towns, and the women of our farms, demand the same smart styles, the same high quality and service, as women of the city demand. Ours is a business serving a great state.

The news of Younker Brothers great department store is carried throughout this large trading territory by The Register and Tribune.

The above is reprinted from one of Younker Brothers advertisements.



One of the largest Department Stores west of Chicago

*The Backbone of a Successful
Advertising Campaign in Iowa*

The Des Moines Register and Tribune

— 225,000 Daily Circulation —

Sweep Your Own Front Step!

(Continued from page 17)

non-constructive, if not actually destructive. I haven't the ammunition to prove you wrong. It is too long since I was last on the receiving end of a solicitation, and I have too little first-hand knowledge of soliciting methods other than our own modest efforts. Besides, you may be right.

The question that arises in my mind is whether the critics have paused to consider that it takes two to consummate the relationship between advertiser and agent. It is the advertiser who can dictate the basis on which his account shall be obtained or awarded. It is the agent who, within certain limits of principle or good practice, must mold his solicitation to the advertiser's desire if it is to be successful. Isn't it conceivable, then, that some of the agent's soliciting faults have evolved from what previous experiences have taught him? And isn't it fair to ask whether the advertiser's method of selecting an agency is susceptible to as much improvement as the agent's soliciting method? Certainly the advertiser has more at stake. It will hardly be denied that an ill-advised agency selection by the advertiser can have consequences far more painful than those which result from a faulty and unsuccessful solicitation.

"Knows What He Likes"

One would suppose that the advertiser would be at some pains to learn from past experiences—his own or others—just which attributes of an agency are of real and lasting importance. Instead of which, his attitude frequently is like that of the man who doesn't pretend to know anything about art, but knows what he likes. A comfortable enough state of mind for a casual observer, but not so good when a sizable investment is at stake.

Some years ago word came to us that a certain company had made its first appropriation—a substantial one—for general consumer advertising and was waiting for an advertising agency to recommend how it should be used. "Spent" would be a better word under the circumstances. Rumors of this sort should not be swallowed without ample seasoning, but, because of the standing and reputation of the company concerned, this one seemed worth investigating.

As was to be anticipated, we found the executives of the company in a state of confusion and perplexity little short of pitiable. Agent after agent had suggested a course of procedure, each nullifying the efforts of his pred-

ecessor, until a robust potential advertiser was in a fair way to be still-born. We told them the obvious thing, that they had approached the problem wrong-end-to. Our suggestion was that they first ask their board formally to cancel the appropriation that had been voted and let this action be known; that they then select an agency without reference to a specific plan but purely on the ground of demonstrated ability, mental attitude and mutual confidence; then dig into the problem together. They drew a long breath of relief and acted on the suggestion. A number of months later a sound and satisfactory plan was developed, but the appropriation then made bore little resemblance to the one which had been authorized originally.

Root of the Trouble

I will admit without a struggle that the agents who took potshots at that appropriation did little service to the advertiser, themselves or the progress of advertising in general. But to confine the criticism to them is to attack the effect and ignore the cause. The original and basic fault was the advertiser's. His approach to the subject was much like announcing that he had set aside some thousands of dollars for an operation for the general improvement of his health and that it would go to the surgeon who would suggest the most original or appealing sort of operation.

Why is it that the hard-headed, successful business man so often regards advertising as something mysteriously immune to the process of thought he devotes to other departments of his business? When he retains an engineer or a lawyer, he does not ask for advance samples of plans or briefs or expect to be told in advance just how the engineer or lawyer purposes to proceed. He bases his choice upon confidence growing out of past records, evidences of mentality, character, personality, the complete picture of the individual or his firm. Once his choice is made, he consults either engineer or lawyer intimately and continually upon the reasons for and purpose of every step to be taken. But once satisfied on that score, he leaves the technical details to the man who is trained and skilled in carrying them out. He may make suggestions, frequently good ones, but he allows the veto power to remain with the other. By so doing, he fixes full responsibility where it belongs and enjoys the benefits always to be derived from the com-

petent assumption of responsibility by others.

But when it comes to advertising, how strangely his mental processes are metamorphosed. Apparently he believes he should find in an advertising agent some sort of heaven-sent genius instead of matter-of-fact experience with advertising causes and effects, together with the habit of point-to-point thinking. To return to the physician metaphor, he wants a brilliant prescription based upon his own rather than the physician's diagnosis, or without any diagnosis at all. Even when he gets it he is inclined to judge the efficacy of the treatment by the palatability of the medicines.

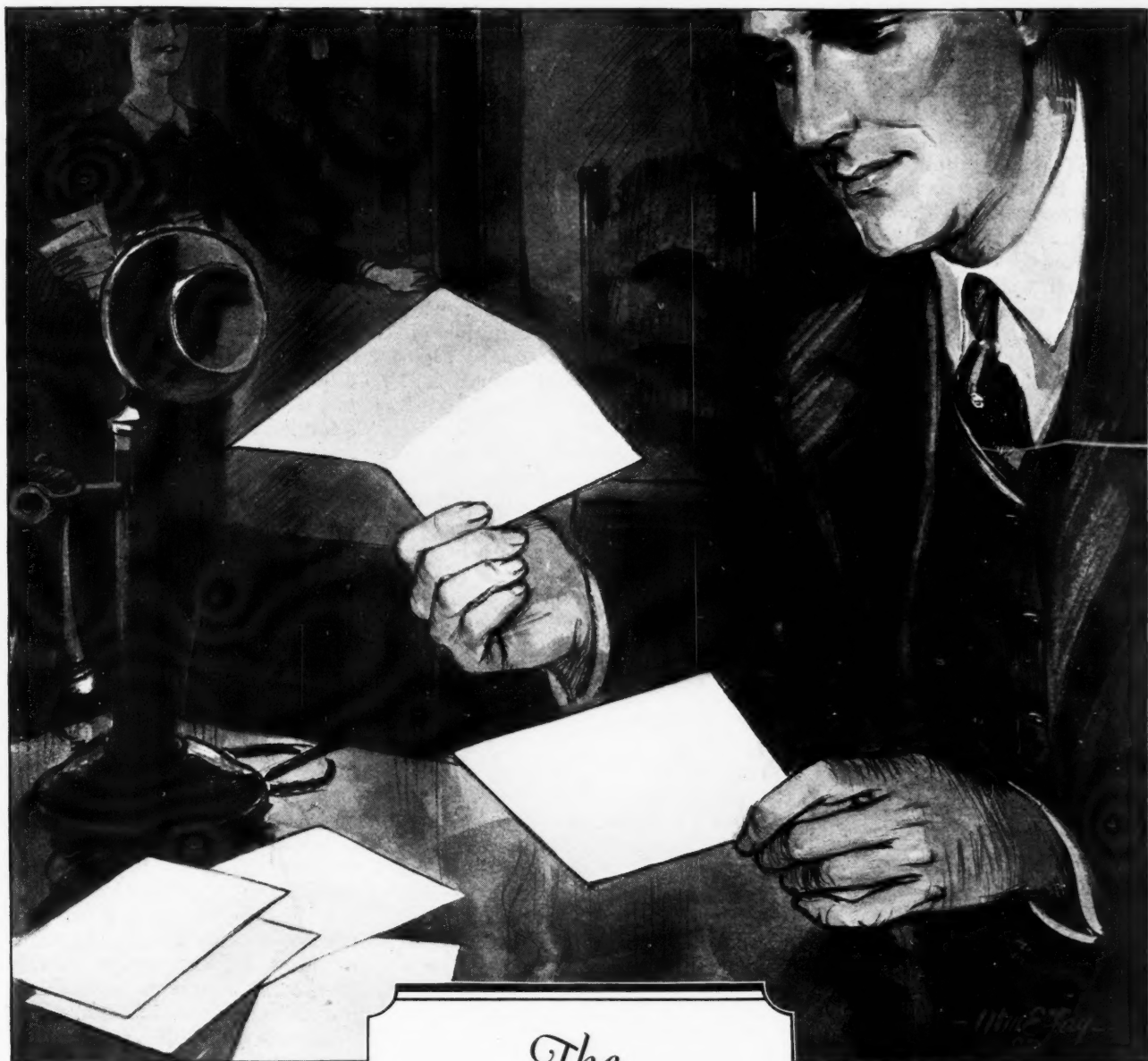
Until recently, we had a client whom we had helped to do an outstandingly successful advertising job. That isn't an opinion; the statistics prove it. During the several years we worked together he moved practically from zero to a place of acknowledged leadership in a highly competitive field, while profits multiplied. Credit for the advertising part of the job is not exclusively ours. Our client happened to be a man of many advertising ideas, some of them sound and usable, others not so good. The point is, that however the credit may be apportioned, the advertising success resulted from eminently effective teamwork. Surely this was the fortunate sort of relationship which occurs all too seldom to be lightly discontinued.

Seeking Miracle-Men

As a matter of fact, it is not quite fair to say that it was discontinued lightly. Our client was besieged and bombarded for many months before he gave serious consideration to a change. Even when he had decided to retain another agency, it was not, by his own statement, with a clear conviction that the new relationship would be an improvement over the old. He did it rather in a gambling spirit, feeling there was a chance, despite the success with which we had worked together, that another relationship might prove even more successful.

Do you suppose he could possibly have entertained a similar policy with respect to any other department of his business? Imagine his saying: "My present sales force has passed its quotas each year and made faster progress at lower cost than the salesmen of any of my competitors. But who knows? Perhaps there are some super-super-salesmen somewhere. Guess I'll fire my crew and try to find these miracle-men."

Perhaps he could find them. It is altogether likely that if he persists in his search he may find an agency who will work with him as effectively as we



The
**Genuine Engraved
 Greeting Card**
wins respect

ONE of the primary purposes of greeting cards in the business world is to indelibly impress

one's firm name on the minds of those who receive them. If you want business associates to remember your firm use *genuine engraved*

greeting cards. They will create the best impressions. Place your order now with a store displaying

the Mark of Engraving—the symbol of *genuine engraved stationery*. The Genuine Engraved Business card opens closed doors.



GENUINE ENGRAVED STATIONERY

did, or even more effectively. Scores of agencies are qualified to give this advertiser what he needs. But while the search is in progress, his advertising is seriously hampered and the possibility of ultimate improvement is problematical at best.

Again I hasten to concede that the agencies who devoted so much attention to this account might have spent their time to better advantage soliciting the business of manufacturers who were without agents or whose agency relationships were unhappy or unsuccessful. But after all, it is the advertiser who controls the securing or holding of his account, and agents are human. We hear caustic comment now and then upon artists and authors who sacrifice the full fruition of their genius to a profitable popularity. But authors and artists must eat.

Superficial Selection

If no more serious criticism be made of the advertiser's method of agency selection, it must at least be said that it is too often superficial. A case that comes to mind is that of a manufacturer with whom we had a preliminary talk several years ago. At that time it was apparent to both of us that our call was premature. The manufacturer had certain other problems to solve before he could retain an agency to advantage. Recently he wrote that he was about ready to make a selection and would call upon us on a certain day with a view to recontinuing his interrupted consideration of our qualifications. He arrived early in the afternoon, accompanied by two others. Several of us were prepared to devote the rest of the day, and the evening if necessary, to revealing everything our callers might need or wish to know about us and to determining on our part whether the situation was one into which we could fit effectively. But at three o'clock one of the visitors glanced at his watch and remarked casually that they had appointments with two other agencies for the same afternoon. I would gamble a little something that this manufacturer would devote more time and intelligent investigation to the choice of a new car than to the selection of an advertising agency who will share responsibility for the productive investment of important money.

I do not mean to suggest that selecting an agency should be an unduly complex or difficult undertaking. Beyond willingness to give it the time it deserves, it requires only that attention be focused upon points of major significance. The composite experience of an agency's personnel is a matter of record. Its past success is indicated by the advertising progress of its cli-

ents—not necessarily by their number, prominence, or the present size of their appropriations, but by their growth during the agency's term of service. The clients whom the agency has helped to develop from small beginnings are more significant of the agency's constructive ability and resourcefulness than those who had definitely arrived before they became clients of the particular agency under consideration. Definite comparisons can be made on all these counts. Other points of equal or greater importance—character, personality, adaptability to effective teamwork, the mental habits which will form a permanent basis for mutual respect and confidence—must of course be assayed by the same standards as in any other personal relationship. It is noteworthy that these most significant attributes are not revealed in speculative copy or plans. They are not revealed by random soliciting shots, in letter or conversation, which may or may not happen to hit the mark. They are not usually revealed in a single casual interview or even in a searching questionnaire.

Questionnaires have their place as a means of rough preliminary elimination, but that lets them out. Most of the facts they reveal, other than inconsequential differences of size, age, number of clients, etc., can be accepted in advance as common attributes of all agencies who have successful records behind them. No agency can long succeed without adequate physical equipment, without its quota of alertness and resourcefulness, without the ability to study costs and markets and draw sound conclusions, or without the ability to prepare effective plans and copy. These things are funda-

mental. True, there are differences in copy ability, as in some of the other points, and the dominant importance of copy is not to be minimized. Indeed, it is for the very reason that effective copy is so inherently and inseparably a part of advertising success that an agency's past achievements are *prima facie* evidence of copy ability.

One more instance, by way of contrast and confirmation. Just a year ago we were invited to call by a company whom we did not know and never had solicited. It was rather a new company engaged in a young industry—so young an industry, in fact, that its most useful and profitable course of development was not yet defined. We called, and were met by the surprising and refreshing statement that this company had as yet no advertising problem or opportunity. But they were looking forward to the time, perhaps six months or two years ahead, when their own progress and the development of external conditions would create such problems and opportunities of one sort or another. Meanwhile they wished to retain at an adequate fee an advertising agency who would work along with them in a purely advisory capacity, gradually establishing so thorough an understanding and a relationship so harmonious and confidential that full pressure could be put on at a moment's notice whenever the time should arrive.

I think we have found more ways to make ourselves useful and profitable to this client than to any other we have, solely because the relationship is founded upon complete mutual confidence rather than upon any proficiency we may have in some specific phase of advertising.

Our Salesmen Fix Their Own Salaries

(Continued from page 10)

we believe your estimate will be more nearly accurate than our own. Therefore, name your own salary and we will try you out at that figure. If you are not worth what you say you are, we will ask for your resignation. If you are worth it, we know that you will prove it. And when you are worth more, come and tell us what you think you are worth and we will give you the raise on the same basis of proving up or quitting."

Well, the chap looked very much puzzled and replied that he came in with a definite figure in mind, but that my proposition was so unusual that he wanted a few days to think

it over. As far as I was concerned, the man was hired and I told him so. He came back in a few days, said that he had spent many hours in very carefully estimating his value, and that he had concluded that he was worth three hundred and fifty dollars a month to the company. He went out and made good at that figure, and at the end of the first year he asked for four hundred a month and got it. He is still making good and his earnings will continue to increase.

A few months later I tried it out on another man. He asked for a reasonable figure and he made good. Then we thought it was only fair to

In 6000 towns and cities

this new Bell System service is now ready to tell 12,000,000 consumers where to buy your product



Under your trade-mark consumers find your nearest local dealer.

Products are listed under their own names. The section of a column reproduced here is about two-thirds actual size.

Furniture Repairers

Adams & Drew 63 Fayette... HAN cock-3134
 Alston Upholstering Co 346 Camb... STA dlm-0474
 Balkan Jos 986 Col av... HIG hnds-1357
 Blum Hyman 19 Shwnt av... HAN cock-8420
 Camerlingo R 321 Camb... HAN mkt-3966
 Co-oper Work Shops factory
 DiPietro Rocca 7 Chelsea 1783 Wash. BAC & Bay-8886
 Federal Willow Furn Mfg Co... EAS t Bos-3432-R
 GARVEY J H 43 Way 68 Alford. CHA ston-1510
 Glaser L 9 Theodore... HAN cock-3764
 TAL dot-5396

Gainaday Washing Machines

Fastest washer built.
 Noiseless in operation.
 Perfect mechanical construction. Semi-soft rolls will not tear off or break buttons.

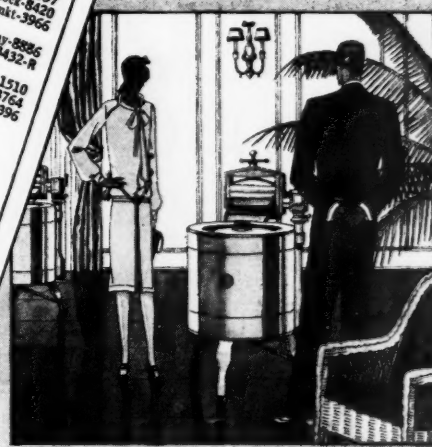
"WHERE TO BUY IT"

ARMINGTON HERVEY F INC... ASP nwll-5929
 CONNOLLY SYLVESTER 47 Draper Dor. COL mbla-5259
 GANN & ERICKSON 60 INC 473 Mass av. ARL intn-4323
 HIND THOMAS J 45 MILK... LIB erty-4054
 JENKINS-ANDERSON CORP 61 Magazine. HIG hnds-2921
 MURFELDT W A CO 778 Summer. HAN cock-8725

Garage Builders

Barrows & Co Inc 40 Central... HUB hard-5575
 Brooks Skinner Co Inc Bryant... GRA nite-5090
 Burgess A A Wohn... LEX intn-1220
 Connolly Sylvester 47 Draper Dor. COL mbla-5259
 GALLAGHER O F & CO 160 Tenen. TAL dot-8678
 Losordo Frank 35 George... HVD e Pk-2715
 (See Advertisement-Next Page)

National advertisers can now simplify the consumer's search for stores that handle their products.



"WHERE can I buy it?" wonders the consumer as she reads a national advertisement.

National advertisers have long realized that they could increase the efficiency of their dollars if they could direct the public to stores handling their product.

Now, thanks to a new service developed by the Bell Telephone System, the consumer may read in the advertisements of the manufacturer who has availed himself of the service this slogan:

Your nearest dealer is listed in your "Where to Buy It" classified telephone directory under the heading ———.

And, consulting the "Where to Buy It" service in her classified telephone directory, will find, under the name and trade-mark

of the advertised product, a list of its dealers in her city, their addresses and telephone numbers.

We will acquaint the public with the value of this service by advertisements in *The Saturday Evening Post*, *The Literary Digest* and newspapers throughout the country.

The service is thoroughly flexible. It can be used nationally, of

The circulation is 12,000,000

When a national manufacturer contracts for service in the entire edition of the Bell directories, his product, trade-mark, and list of local dealers will appear in 6000 of the most important cities and towns (and their suburbs) of the United States . . . in directories totaling a circulation of 12,000,000 every six months. The cost of this entire service is very low. To insure fullest returns from the service, dealer listings may be bought by the manufacturer. Or they may be bought by the dealers themselves.

course, to best advantage by those who have complete nationwide distribution. For manufacturers whose distribution is limited, sectional listings are available, or listings in metropolitan centers or rural trading areas.

Many nationally known products are already listed in the directories. As fast as the new directories are printed, more concerns are contracting for space. Will your product, trade-mark and dealers be in the next editions?

Call the business office of your Bell Company. Or write the Directory Advertising Manager, American Telephone and Telegraph Company, 195 Broadway, New York City. The Bell System allows advertising agencies the usual commission.

"WHERE TO BUY IT"



CLASSIFIED
TELEPHONE DIRECTORY



PLENTY of gum and right where it's needed—at the corners—that's why **GLUE-LOCKED** Envelopes are easy to seal and stay sealed. Little moisture is necessary to make this improved flap stick securely. Fits all mailing machines. Envelopes in all sizes, styles, and stocks, and for all uses can be obtained from the Associated Envelope Makers. Write today to the nearest Maker for samples, prices and free copy of "Envelope Economies," the guide book for envelope users.

*Reg. U. S. Pat. Off.

GLUE-LOCKED
ENVELOPES
made only by

ASSOCIATED ENVELOPE MAKERS

Better Equipped to Make Better Envelopes

BOSTON— Boston Envelope Company	CHICAGO— Brown Paper Goods Company
NEW YORK— Berlin and Jones Company	MINNEAPOLIS— Monasch Company
PHILADELPHIA— Whiting-Patterson Company	ST. LOUIS— Berkowitz Envelope Company
BALTIMORE— Oles Envelope Corporation	DES MOINES— Berkowitz Envelope Company
CINCINNATI— Western Paper Goods Company	KANSAS CITY— Berkowitz Envelope Company
CLEVELAND— Wolf Envelope Company	DENVER— Rocky Mountain Envelope Company
DETROIT— Wolf Detroit Envelope Company	LOS ANGELES— Coast Envelope Company
SAN FRANCISCO— The Envelope Corporation	

allow all of our salesmen to fix their salaries, and put the proposition up to them; and I don't believe a sales force ever did so much heavy thinking as our men did during the next two or three days. Some of them continued at the salaries we were paying them. Several asked for raises and they got them. Since then we have had no trouble in adjusting the remuneration of our sales force.

Quite naturally, most of the men were rather proud of the fact that they actually fixed their own salaries. Some of them boasted a little to their customers and the policy was so unusual that some of the customers thought it was plain bunk. Not long ago one of these customers told me that he had accused one of our salesmen of spiffing him when the man mentioned a bit proudly that he set his own salary. In reply, the salesman assured him that it was a fact that it was "one hell of a job for the salesman."

The Wife Was Ambitious

Even in extreme cases, the practice has worked admirably. One of our men has a very ambitious wife. She has always wanted him to earn more money, and it was due to her urging, no doubt, that he frequently asked for a raise under the old order of things. When these times came we always had an argument. Sometimes the man got the raise, because he was a good salesman. More frequently he did not, and the outcome depended largely on whether I thought that he would leave us if he did not get what he asked for. Well, you would naturally think that both the man and his wife would be inclined to go the limit under the new policy. He looked somewhat startled when, on asking me for a raise, I told him that it was entirely up to him, that he could have anything he wanted, and to go ahead and fix his own salary.

Like the first man employed under the plan, he asked for a few days to think it over. Evidently he talked it over with his wife, and I have never had a discussion on the subject of salary with that man since. His work has improved and he is undoubtedly devoting a great deal more thought to the interests of the company than ever before. He is a splendid salesman and he has not been the slightest bit unreasonable in fixing his own remuneration.

While our policy of fixing salaries appears to be radical and speculative, it rests on a sound principle. If you put a proposition up to an honest man and leave the way open for him, he will not take advantage of you. This principle has never failed us in

our relations, both with our customers and our salesmen, and in adopting such policies I have always analyzed myself to determine what the other fellow's reaction will be. I know that as I am faced with the problem of fixing my own salary, I am very much more conservative and careful about it than I would be if I were in a position to argue for the best salary I thought I could get. That is just the difference.

The sharing of profits with our salesmen has nothing to do with their salaries. The difference between the highest and the lowest salary we pay to salesmen is about 33 1-3 per cent. Every salesman knows what every other salesman receives and they all know my salary. We have no secrets of any kind.

Our men have been with us from about three to twenty years. The new policy tends to keep them with us. When they are offered a raise by a competitor they merely smile and refuse it, but I think they are likely to consider such propositions in fixing their increases.

Under the new general policy the cost of our selling is decidedly less. Salesmen's salaries and expenses in all territories amount to from 3 to 5 per cent of the volume. The policy of fixing salaries, however, has had comparatively little to do with this, as it is due to our improved methods of distributing our goods.

Policy Based on Honesty

Incidentally, our policy is based on the assumption that every salesman we have is absolutely honest. We never question an expense account. In fact, we never check up an account. Our men know that their accounts are not audited and their expenses are no higher than they were when they were carefully checked. Furthermore, our men are not required to send in reports. All we want is a route list with prompt notification of any changes. Of course they write us about their problems and carry on an interchange of friendly and informative communications; but the men are distinctly on their own, with each one responsible for our interests in his territory.

I may sum up our policy by saying that it is based on the demonstration of absolute confidence in our salesmen. We have proved that if a man is competent to look after our business in a sales territory he can be trusted to fix his own salary.

W. P. Hamann has become Eastern advertising manager of *Children*, The Magazine for Parents. Until recently he was with *Liberty*.

Audit Bureau of Circulations

15th Annual

Convention

October 25 and 26, 1928

Stevens Hotel, Chicago

Thursday, October 25—At 10 a. m., group meetings to discuss subjects of common interest to members of all Divisions.

Thursday, October 25—At 2 p. m., regular divisional meetings. Prospective members are invited to attend the meetings in which they are particularly interested.

Friday, October 26—At 9 a. m., the General Meeting, attended by the members of all Divisions.



ANNUAL DINNER

Friday Evening, October 26, Grand Ballroom, Stevens Hotel

The seating arrangements will be based on the dates of reservations



Audit Bureau of Circulations

165 West Wacker Drive

CHICAGO

Why Magazine Advertising Will Gain in 1929

(Continued from page 25)

companies increased their appropriations 10 per cent, the six household supply companies by as much, the six drug and toilet goods houses by 6½ per cent and the two tobacco companies by 33 per cent.

Examining magazine advertising for the six months' period as a whole we find losses this year in sixteen classifications, including miscellaneous, and gains in only seven. In spite of the reduction by the big tobacco companies, the tobacco classification was up most of all in ratio, 37 per cent. The other classifications that showed advances were: Household supplies (including soap), 17 per cent; petroleum products (gasoline and oil), 16 per cent; sporting goods, 15 per cent; financial and insurance, 6 per cent; drug and toilet goods, 5 per cent, and stationery and books, 4 per cent.

The heaviest loss was in house furniture and furnishings, from \$11,559,886 in 1927 to \$9,406,447 in 1928, a decline of \$2,153,439, or 19 per cent. Automobiles followed with a loss of close to two million dollars, from \$13,573,139 to \$11,635,524, 14 per cent. In relative loss the leader was radio, phonographs and musical instruments, from \$3,610,562 to \$2,224,565, 38 per cent. The other losses are recorded in Table A.

The lineage record of magazine advertising in the last ten years indicates very clearly that the volume in 1929 will exceed that of 1927 by a considerable margin, as the volume of 1926 exceeded that of 1924, following the slight reaction in 1925. Much depends, of course, on the general condition of business this fall and winter, but as nearly all the indices are favorable there is little reason for any but the most encouraging prognosis.

The Electrical Trade Publishing Company of Chicago has acquired the *Electragist*, official organ of the Association of Electragists—International, and the name will be changed, in November, to *Electrical Contracting*. This announcement was made this week by Howard Ehrlich, president of the Electrical Trade Publishing Company.

The *Electragist* has just completed its twenty-seventh year. During all of this time it has been published by the association, formerly known as the National Electrical Contractors Association of the United States.

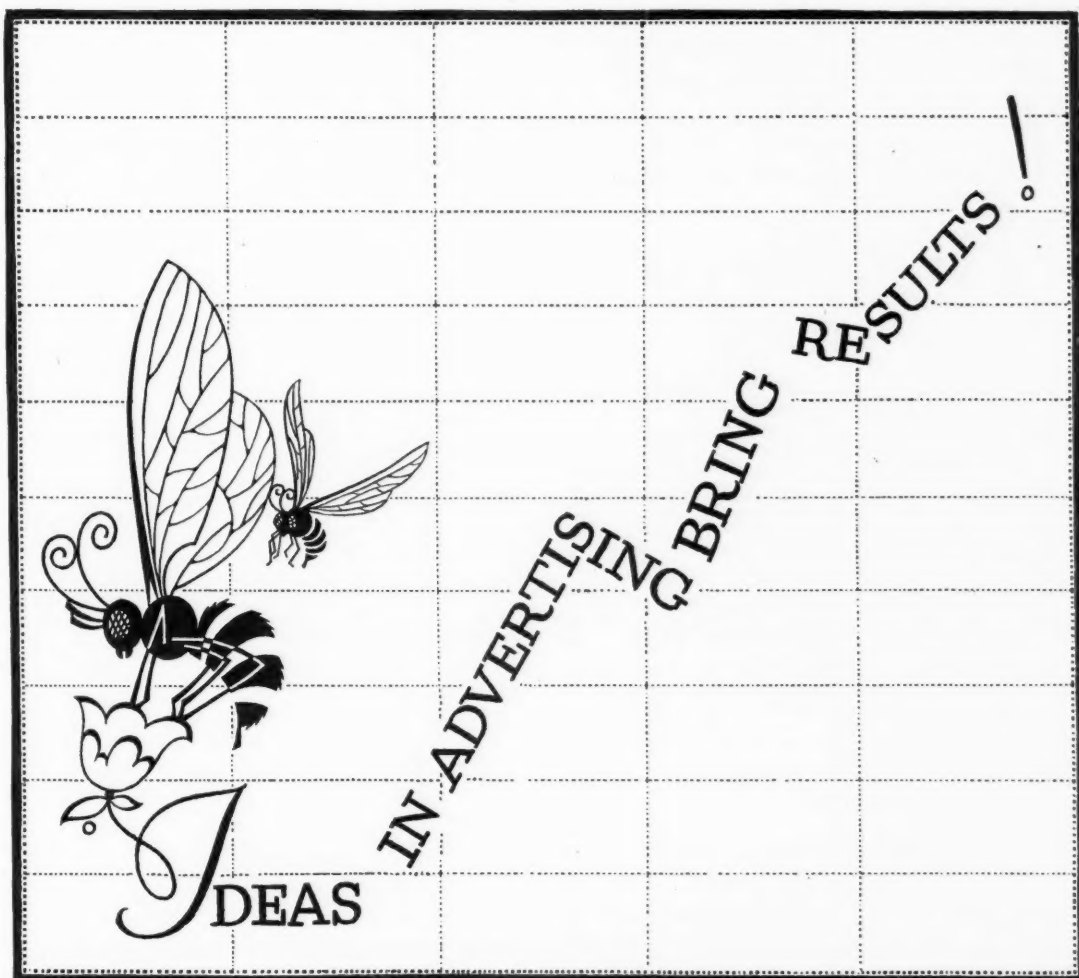
Table B. Millionaire Advertisers in 1928 and 1927

	January to June	
	1928	1927
Automobile:		
Chrysler	\$618,994	\$765,621
*General Motors	3,094,189	3,284,293
Willys-Overland	399,400	553,340
Total	\$4,112,583	\$4,603,254
Food:		
Campbell Soup	\$1,078,900	\$998,550
Fleischmann	893,578	851,202
Postum	736,044	893,204
Quaker Oats	698,971	503,536
Total	\$3,407,493	\$3,246,492
Household:		
Armstrong Cork	\$528,400	\$429,750
Congoleum-Nairn	599,900	623,885
*General Electric	851,156	566,106
Jergens, Andrew	459,715	536,802
*Lever Brothers	482,409	735,089
*Procter & Gamble	1,686,776	1,453,579
Total	\$4,608,356	\$4,345,211
Drugs and Toilet Goods:		
Bristol & Myers	\$539,913	\$544,972
*Colgate	471,262	415,992
Kotex	452,684	777,909
Lambert	838,838	1,121,426
Lehn & Fink	528,168	520,803
Pepsodent	469,356	595,892
Total	\$3,300,221	\$3,976,994
Tobacco:		
American Tobacco	\$399,400	\$553,340
Reynolds, R. J.	494,453	618,155
Total	\$893,853	\$1,171,495
Grand Total	\$16,322,506	\$17,343,446

* More than one kind of product (see supplementary table).

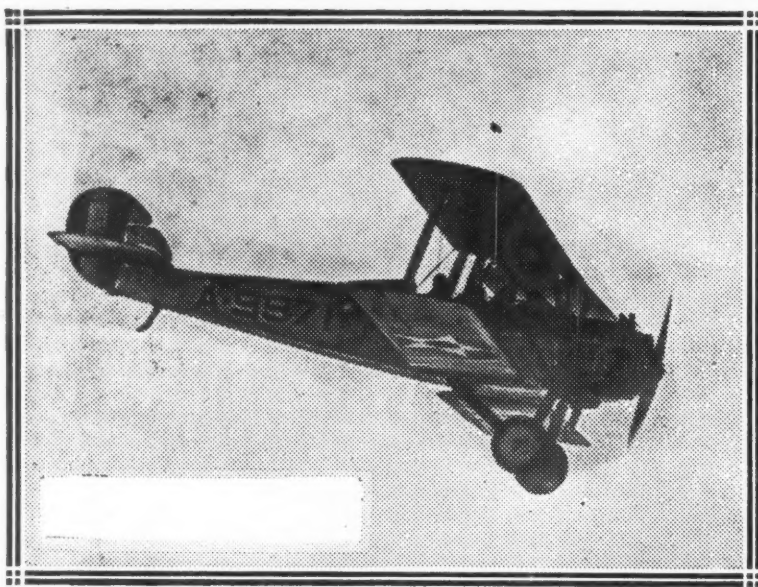
General Motors:		
Auto	\$2,749,632	\$2,951,912
Refrigeration	344,557	332,381
Procter & Gamble:		
Soap	1,245,470	935,219
Food (Crisco)	441,300	384,600
Toilet Soap	264,176	133,760
Lever Brothers:		
Soap	210,886	411,959
Drugs	271,523	323,130
Colgate:		
Toilet Goods	438,762	415,992
Soap	32,500
General Electric:		
Refrigeration	438,595	33,810
Miscellaneous	422,561	532,396
Kotex and Kleenex:		
Dry Goods (Sanitary)	408,768	664,186
Kleenex (Toilet)	43,916	113,723

Martin Ullman
STUDIOS INC.,
250 PARK AVENUE
(Vanderbilt 4563) NEW YORK
~ Ideas · Layouts ~
Designs · Illustrations



Like the bee, an idea drains the honey and spurns the pulp. In advertising illustration we emulate the bee in all but its sting.

Idea Creators not just Illustrators



Fort Worth

First In RAILWAYS HIGHWAYS AIRWAYS

Fort Worth and West Texas is only a night from Chicago now. There is a trading area population of over 2,000,000 people. And a market where OIL, LIVESTOCK, GRAIN and MANUFACTURING make an all year active market for your product.

The STAR TELEGRAM-RECORD TELEGRAM with 125,000 daily or Sunday is the largest circulation in Texas or the South. This is A. B. C. too.

**NO CONTESTS, PREMIUMS OR
SCHEMES—JUST A NEWSPAPER**

FORT WORTH STAR TELEGRAM
RECORD TELEGRAM
DAILY SUNDAY

*More Than 125,000 Daily or Sunday
Largest Circulation in Texas*

AMON G. CARTER
President and Publisher

A. L. SHUMAN
Vice President and Adv. Director

Charter Member Audit Bureau of Circulations

New England Begins to Shake Off the Mouse- Trap Myth

(Continued from page 20)

cerns, particularly some of the smaller ones, were suffering from a lack of conception of the worth of modern advertising. Many thousand free copies of the guide have been distributed.

Briefly described, the guide gives the steps preliminary to launching an advertising campaign. In condensed form it states that the first steps are to study one's product or service, to get the facts on market trends, economic conditions and the nature and extent of competition, to study the market and to study one's own marketing methods. Then to find out how to get one's message to the market. Afterward a definite advertising plan should be formulated, based on research, analysis and experience; then the mediums should be selected and the plan carried through.

Helpful Guide

It is difficult to conceive how anybody not thoroughly familiar with the advantages and problems of advertising could read this guide without developing a clearer conception of advertising. And certainly no manufacturer could use it as a basis for thought about his own advertising without gaining some benefit. Anyway, the guide is nothing if not a forceful plea for "selling-mindedness."

Let us look into what the council is doing in fields other than the industrial to develop "selling-mindedness."

Immediately after the council was formed the committee on agriculture got busy in its field. Studies showed that New England agricultural commodities were failing to hold their own in sales and in price against competitive products primarily because the latter, better standardized and graded, appeared more attractive and of superior quality.

To remedy the situation an extensive project called the "New England Farm Marketing Program" was formulated. Already its preliminary phases have been carried out and its advanced phases are well under way.

The first step was to seek uniform legislation in the New England states giving their respective commissioners of agriculture power to set up grades and standards for agricultural products, to identify them and to protect their use. Five of the six states passed such legislation, and the grades were established. Numerous farm prod-

ucts, particularly apples, eggs, potatoes, etc., are being sold under them. Others are joining the procession as fast as possible.

An important detail of the marketing is the use of a New England farm product label which identifies the products as having been packed in accordance with the official grades of the states. The same type of label is used in each state, the label differing only in the name of the state and of the commissioner of agriculture of that state. New England is the first community to put such a labeling plan into force.

One advanced stage of the plan is to educate the farmers to the advantages of such graded marketing. This is being done through state extension educational work and in other ways.

Another advanced stage of the plan is to study the New England farm marketing problems in much detail with the idea of establishing a co-operative organization to solve the problems. Action is expected in this direction soon.

Recreational Facilities

Another accomplishment of the committee on agriculture in the direction of "selling-mindedness" was in the milk field. A survey of the milk marketing situation was made. Important improvements in marketing and handling methods were effected. Many other activities are in the process of execution or planned.

The story is similar in the recreational field. Studies of the council's committee on recreational resources revealed that lack of "selling-mindedness" was holding back the district from "selling" its recreational attractions to the country as it should. The recreational interests were mustered and plans immediately devised to put the "selling" of New England's educational resources on the same "selling-minded" basis as is being used more and more extensively in marketing other things. In a recent report this committee recommended a market analysis of what the district has to sell in a recreational way, then aggressive steps to market the "products" with the aid of cooperative advertising and publicity.

Meanwhile, aggressive tactics to "sell" the recreational facilities are being carried out. The states are advertising. More than 100,000 copies of a directory of sales literature dealing with the district's recreational resources were distributed this year. As a symbol to advertise the community a silhouette outline of the New England states has been adopted.

Is this effort in the recreational

Tie-Up

**DUR-O-LITE
AMBER-JACK**
PUSH-N-PULL

with your sales
and with your
advertising plans

EVEN if your direct-mail goes into the waste-basket and your ads are "buried," Amber-Jack advertising won't fail you.

It will *always* get your message across to the *exact* man you want to reach—and *keep* it before him.

For Amber-Jack is so good-looking that it is always kept, carried, used. And every time your prospect or customer writes with Amber-Jack he sees your advertisement stamped on the barrel.

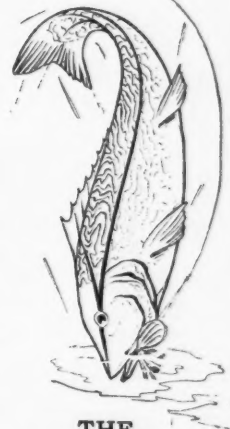
Yet, the cost of Amber-Jack advertising is very reasonable. In fact, it's very *low* considering handsome appearance and mechanical precision.

Think of these features in a \$1.00 (list) pencil:

7 Dur-O-Lite Features

1. Push-N-Pull—lead is protected when not in use.
2. Loads from either end of tip.
3. Unbreakable Dur-O-Lite Barrel. Drop it on a cement floor—it won't break.
4. Simplest of all propel and reel mechanisms. Remove tip from pencil body and see for yourself.
5. All metal to metal contact. No binding.
6. LOCKED lead chamber—another exclusive feature—you can't spill the leads when you pull off the cap to erase.
7. Exclusive DUR-O-LITE colors and designs; octagon and decagon (8 and 10 side).

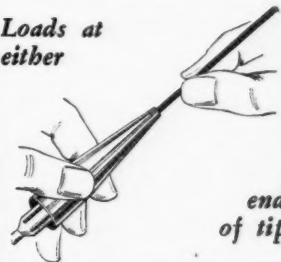
Send the coupon today for full particulars of quantity discounts and imprinting costs. You'll find Amber-Jack gets real results.



THE AMBER-JACK

You fishermen who have whipped the blue waters of Florida and the sparkling Gulf, know the amber sheen of this gamey fighter. An aristocrat of the deep, worthy in his strength and grace and beauty to give his name to this equally beautiful pencil.

Loads at
either



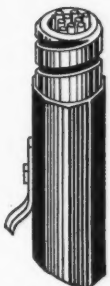
end
of tip

Dur-O-Lite Pencil Company
4541 Ravenswood Ave. Chicago, Illinois
THIS COUPON FOR YOUR CONVENIENCE

DUR-O-LITE PENCIL CO.,
4541 Ravenswood Avenue, Chicago.

Please send us complete information on Dur-O-Lite Pencils as a help to sales organizations.

Name
Address
City State
Atten



Locked lead
chamber

"New England's Second Largest Market"

In the first six months of 1928
The Providence Journal-Bulletin
carried

161,625 lines

or 96.9% of all

Radio Advertising

in Providence newspapers. For the year 1927, the figure was 97.8 per cent.

Providence, with local stations on the National Broadcasting and Columbia hook-ups, is an excellent market for radio advertisers.

With a combined circulation exceeding 120,000 net paid, these great newspapers have a greater circulation than the eight other English language dailies in the state combined. They offer adequate coverage of this profitable market at a minimum cost.



Providence Journal Company

Providence, R. I.

Representatives

CHAS. E. EDDY COMPANY
Boston New York Chicago

R. J. BIDWELL COMPANY
Los Angeles San Francisco Seattle

field paying? Well, the receipts from recreational business in Maine alone this year are approximately \$125,000,000, which is \$25,000,000 more than in 1926. This year inquiries from advertising were 20 per cent higher than in 1927, too.

So the story goes down through the numerous fields in sub-divisions of the council's work. Ninety power companies, for instance, have joined a movement to develop that branch of commercial activity. They will conduct surveys to find out not only what the prospects are for developing the power business but at the same time to provide data which they can use in "selling" New England communities as industrial sites. Such surveys already have been decided upon in New Hampshire and Vermont. They are part of a \$40,000,000 plan for development of the water power of Fifteen Mile Falls.

Study Transportation

Likewise, the council's transportation committee is making a study of shipping facilities with a view toward developing them, the committee of purchasing agents is gathering data showing what methods it is best to use in approaching and selling them, the professional research consultants' group is delving into the prospects for the promotion of aviation and the manufacture and sale of airplanes in New England, a bank committee is working on extending the "selling" of banking service, etc.

Not only is the council using research work as the foundation for all its constructive efforts to promote "selling-mindedness" in the various fields; it is, in fact, doing everything possible to spread the conviction that "research-mindedness" is a vital part of "selling-mindedness."

One way in which this is being done effectively is through wide dissemination of the results of a survey showing how more than 300 New England industrial establishments are using research to great advantage. This survey was conducted for the council's research committee by the policyholders' service bureau of the Metropolitan Life Insurance Company. The findings are contained in a series of booklets, subdividing the application of research to sales, advertising, sales analysis, production, marketing and merchandising and to foreign trade.

Harold E. Rounds has resigned as manager of the *Literary Digest's* Boston office to become a sales executive of the Cannon Mills, Inc., New York. Fletcher Lansing succeeds him.



The Rogers Campaign

"The idea of running Will Rogers for President was conceived by LIFE, the humorous weekly, and in its columns he duly sets forth his views on politics and the other candidates. There are campaign buttons with Rogers' picture, burlesque political rallies are broadcasted over the radio, and LIFE is besieged by a large number of persons desirous of voting for Rogers and anxious to find out how to do it."

THE NATION

Everybody is talking about the Will Rogers-for-President-Campaign. Newspapers all over the country quote from it eagerly. Millions hear it on the air, talk about it on the street. Not even the whispering campaigns have received so much publicity. In its October 3rd issue, *The Nation* took two pages to review the high spots, saying, in conclusion, that "thousands of Americans are giving thanks to Mr. Rogers for the one cheerful note in an otherwise trying political campaign." All this about *one* feature in a magazine of less than 150,000 circulation, and whose page rate is \$900. Where else will your advertising dollar buy so much selling influence?

LIFE

598 MADISON AVE., N. Y. C.



WILL THE PRIVATE AND UNADVERTISED BRANDS PERISH? One survey after another shows that retail merchants are making drastic cuts in the number of items carried in stock, and that, as never before, merchants and wholesalers are refusing to bother with shelf-warming merchandise that doesn't move rapidly. They are finding that such merchandise eats up its own profit while it remains on the shelf. Here is a typical example of what retail merchants are learning; one grocer made a study of his stocks, and among other similar surprises he learned that he had forty-two items of tea on his shelves. Six of these forty-two items accounted for 50 per cent of his total tea business, leaving thirty-six others to compete among themselves for the remaining half of the business. Anybody can guess which was the advertised group of brands. This stock-checking activity that is going on in every retail store today means that the manufacturer who is putting out unknown and unadvertised brands had better arrange to begin an aggressive sales and advertising campaign, or reconcile himself to the inevitable liquidation of his business. Before the chains were controlling factors in food retailing almost any old brand could command some business. There were enough new grocers coming in every day who could be loaded up with unknown brands. Things are different today. The independents are following the lead of the chains and are buying only merchandise in demand by consumers. Without a strong consumer demand there is no place for a manufacturer or wholesaler to sell in these days of short stocks and abbreviated inventories. As a result of this condition advertising will grow in the next ten years as it has never grown before. It will become a much greater factor in selling than it has been in the past. And when we say "advertising" we do not mean the short flash-in-the-pan campaigns designed to impress dealers and move merchandise to the shelves of retail stores and then stop, but the steady, month-in-and-month-out advertising that moves merchandise from the shelves to the homes.

PRODUCTION ECONOMY AT THE EXPENSE OF SALES: Many potential sales are killed by the misguided effort of the production department to make a slight saving. Some production executives will spoil many sales opportunities just to use up old material. Here is an example. In bringing out a beautiful new white enameled refrigerator a certain company had a supply of old name plates which had been used for an old model. The etched brass name plates were fine for the old wooden model, but were an eyesore on the new white

enameled refrigerator. Nevertheless, they were used. On display floors the large black and yellow name plates, almost as big as a postcard, loomed up hideously against the solid white enameled background. Dealers claim sales were lost because of these plates. Doubtless the sales department shouldered most of the blame for slow sales on this new product. But the blame belongs to the production department—as it often does when a production dime is held so close to the eye that sight of sales dollars are entirely lost.

WHAT SALES TRAINING DOES: Chevrolet produced its millionth car on February 27, 1923. Twenty-eight months later it produced car number 2,000,000—two years and four months between the first and second million cars. On January 11, 1928, it produced car number 4,000,000 and on September 8, 1928, car number 5,000,000 rolled off the assembly lines. Think of the difference in time between the first and second million and the fourth and fifth million—twenty-eight months for the second million, and eight months for the fifth million. Of course there are many factors other than good sales management in this record, but not a little of the credit goes to the sales department for its excellent work in increasing the average production per salesman. Chevrolet believes in making good salesmen of its present material as against the policy of other manufacturers who are content to hire more men all the time.

ART IN ADVERTISING: The so-called modern art in its relation to advertising and merchandising of the day is coming in for a good deal of adverse criticism. There is no disposition to question the validity of the underlying idea. What is disliked is the way in which it is applied, the tendency to effects that are merely garish and sometimes meaningless. As one critic puts it: "In the name of this movement advertisers everywhere have filled the columns of the newspapers with zig-zag rules, with great masses of gray and with exotic decorations and neurotic women. They have written copy so stilted and self-conscious that even the average college freshman would recognize its deficiencies." No attentive student of advertising will deny that there is basis for these strictures. The current vogue of the bizarre has naturally led to extremes, which, in pursuit of the unusual, have lost sight of the main object of the effort. But it would be a mistake to assume from this that we are on the verge of a return to the commonplace, destitute of all suggestive value. The art which seeks to portray the effect on the mind produced by the object seen by the eye is still in its infancy. It is struggling with technical difficulties that defeat the simplicity that is possible only to complete mastery. Once that is achieved we may expect a distinct advance in popular appeal; an appeal that has its origin in interpretation. Modern art in advertising that can express our feelings in such a way as to be recognizable by most of us cannot fail of ultimate success.



AN ADDING MACHINE MANUFACTURER CHECKS HIS TOTAL

A MANUFACTURER of adding machines averaging \$325 in price writes this about the results he gets from Collier's —

"Not only is the volume of inquiries from Collier's greater than that derived from the other publications on our list, but the class of inquiries seems to be much better than the average . . . I am more than pleased with the results so far . . ."

This endorsement is typical of many that have come to Collier's from advertisers in the business field.

They say Collier's does a remarkable job among the business audience. That it is timed to the age of business action and invention in which we live.

With more than ever to do and see, Collier's recognizes that there is less time to read—and more demand than ever for important news, ideas, and information.

Newsy, pictorial and brief, Collier's is geared to reach the active families in America—that is why Collier's advertisers say "we use Collier's — for ACTION."

THE CROWELL PUBLISHING COMPANY, NEW YORK

"Collier's ~ for ACTION"

Now more than 1,650,000

WASHINGTON

Concentrated—Selective

Over 60,000 Federal Government employees . . . over 230,000 other employed persons . . . including Congressmen . . . Diplomatic Corps . . . Army and Navy . . . and the host of high-salaried persons who constitute the Washington Staffs of associations that maintain headquarters in The Capital.

You can form your merchandise into a habit with the most discriminating buyers in this World's greatest Capital so inexpensively, through

The Washington Post

"The first thing each morning"
PAUL BLOCK, INC., National Advertising Representative, New York, Boston, Detroit, Chicago, Philadelphia and San Francisco.

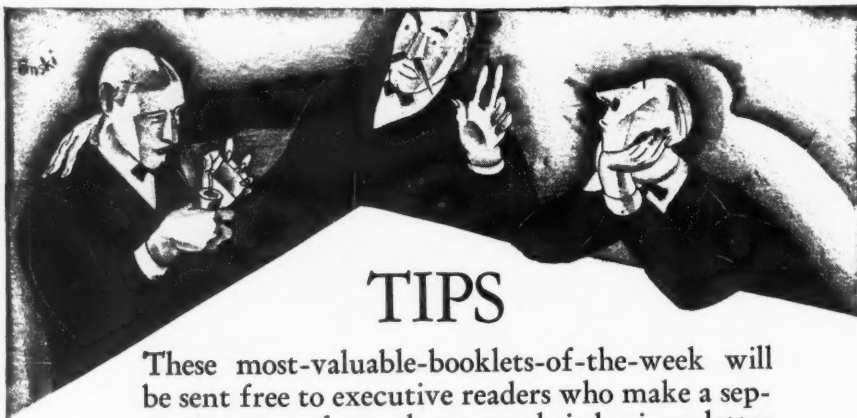
**83,422 People in Harrisburg, Pa.—
225,000 in the Retail Trading Area—that's some market!
45,000 circulation at 11c a line is an adequate, economical newspaper coverage**

HARRISBURG TELEGRAPH

Central Pennsylvania's Greatest Daily

STORY, BROOKS & FINLEY

New York • Chicago
Philadelphia



TIPS

These most-valuable-booklets-of-the-week will be sent free to executive readers who make a separate request for each one on their business letter heads. Booklets will be mailed by the companies which publish them.

Address Sales Management, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

Direct Mail

Holiday Suggestions. Here is an excellent collection of suggestions for Holiday Greeting Letters gathered together by the makers of Atlantic Bond. Electros for these letterheads are procurable at a reasonable cost.

Letters That Speak for Themselves. The genial Cy Norton of Strathmore has almost outdone himself in this portfolio of suggestions for letters that make a company look successful and important just as clothes give that impression about certain business men.

How to Reduce the Cost of Mailing. This is a booklet devoted to explaining a simple way of saving postage, of expediting delivery of your mail.

Please remember to request booklets on your company letterheads and to make separate requests when more than one booklet is wanted.

Where to Get More Business

McCall's Blue Book of Circulation. This is the 1929 edition of an annual book which gives in compact form all towns over 1,000, the number of families in each and valuable county and sectional data—useful in preparing advertising campaigns and districting salesmen's territories.

Telling It to Sweeney. This is a journal for advertisers which is published occasionally by the New York News—always interesting, timely, superbly written and illustrated. For a sample of the literary style see the News advertisement in the September 29 issue. You can get on the permanent mailing list.

"J. P. M. Said It." One of the most interesting and distinctive promotion booklets of the year was *Time's* "This

Class-Ridden Democracy." "J. P. M. Said It" is a companion piece and another little masterpiece.

On the Western Skyline. There is romance connected with every business and this seems especially true of newspapers, as the Scripps-Howard people show so dramatically in their advertisements. This booklet, published to describe the new home of the Chicago Daily News, tells the fascinating history of that important paper.

In New York—City of So Many Markets, Vol. 2. Prepared for the use and guidance of manufacturers of quality merchandise who want to get their stories over to Mr. New York and his wife.

Sales Management—General

Index to Publications. The various publications issued by the policy-holders' service bureau of the Metropolitan Life deserve a place in every sales library. Those listed in the index are available without charge.

The Modern Lamp of Aladdin. Statisticians have estimated that of everything we learn, 83 per cent comes through the eyes, 4 per cent from touch, taste and smell, and only 13 per cent through the ears. This interesting booklet explains how to equip your salesmen to capture the 83 per cent eye-attention which is wasted in most solicitations.

Report of Merchandising Conference. Several weeks ago Bigelow, Kent, Willard & Company called a conference of leading manufacturers which was reviewed in this magazine. A complete digest has been prepared of the proceedings of the meeting. The edition is limited, but copies will be loaned, on the proviso they will be returned in ten days.

George Lee Challenges His Salesmen

(Continued from page 14)

the Todd salesman who eclipsed the former record and he did so by following the example set by his sales manager. Planning, he has learned, is the greatest single factor of successful selling. Shortly before he made his sales drive he was on jury duty and he took advantage of that opportunity to learn a lot about the selling tactics employed by lawyers—and to make out a list of 200 prospects during his spare moments. He knew his territory thoroughly and, after listing all these prospects, he rearranged the names in geographical order to avoid wasting time in making his calls. He then sent his list to the factory to be circularized and by the time he was released from the jury his prospects had received two mailings of "Century" advertising matter.

Thirty Calls in One Day

Free to devote all his time to his own work again, he called on these prospects and left machines on trial, together with several pieces of advertising matter, each of which bore his name and telephone number as well as that of the company and the branch.

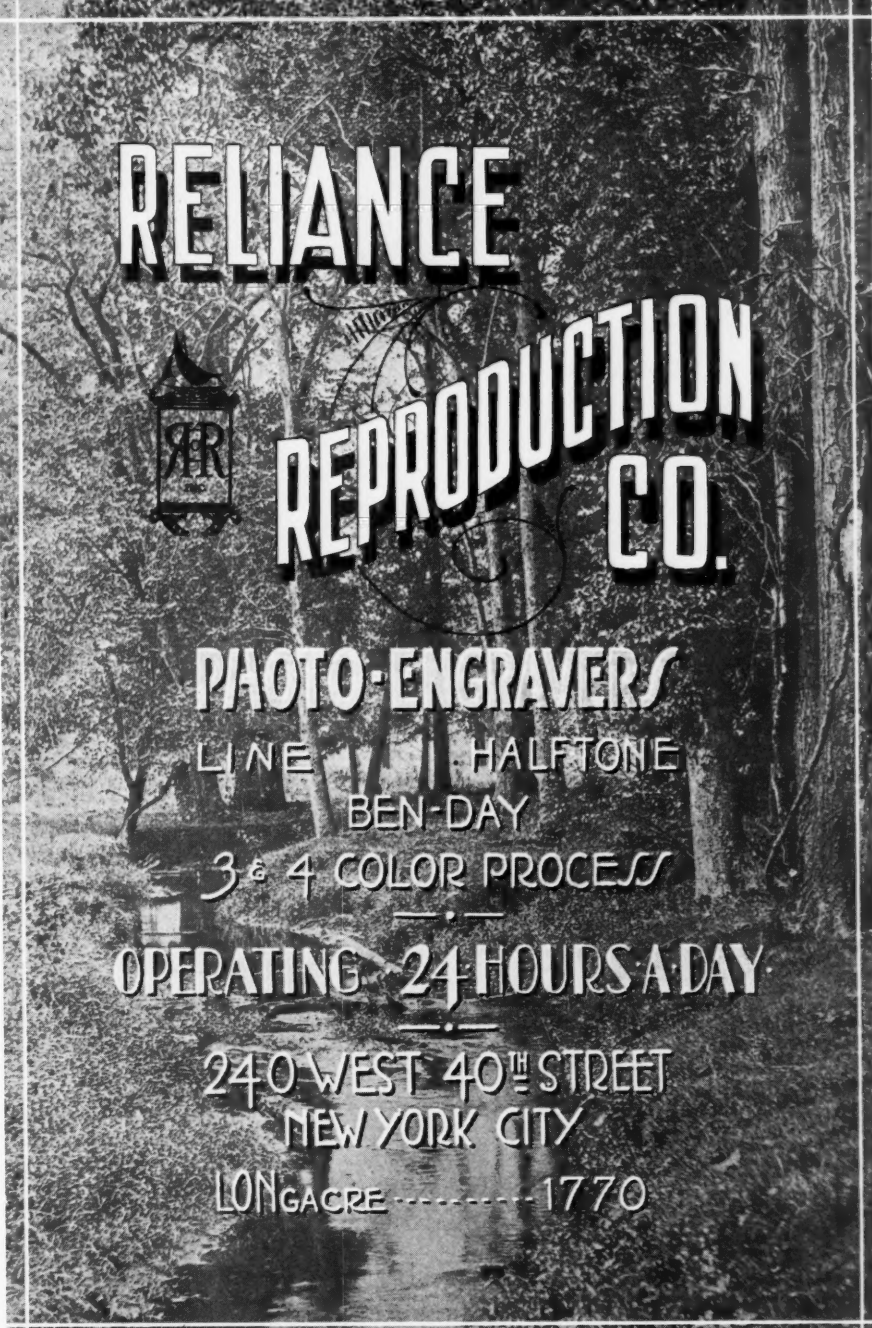
Some other features of Johnson's preparation and methods are peculiarly interesting.

"My day's work started at eight or earlier. I took a short period off for lunch, which consisted mostly of chocolate malted milk. My regular morning and evening shower cooled me off and I felt in good trim each morning."

Johnson made thirty calls and closed three sales the first day, twenty-one calls and five sales the second, twenty-three calls and six sales the third, and twenty-two calls and seven sales the fourth, then tapered off Friday and Saturday, making a total of 138 calls and twenty-seven sales for the week.

This is how Johnson concludes his story: "The 200 names were the cream of the manufacturing and business people in my territory where I have been working regularly since April 1, 1920. I have never got out of that territory but often thought it was oversold."

Mr. Lee, who started it all by issuing his daring challenge, concludes his story with the assurance that "Todd salesmen are enthusiastic and working as never before. Instead of thinking in terms of a sale a day, they are now thinking of eighteen or twenty sales a week, and every little while some fellow who has been lining up his prospects announces that he is going after the record the following week."



RELIANCE
REPRODUCTION CO.

PHOTO-ENGRAVERS
LINE — HALF-TONE
BEN-DAY
3 & 4 COLOR PROCESS

OPERATING 24 HOURS A DAY

240 WEST 40TH STREET
NEW YORK CITY
LONGACRE ----- 1770

20,273,876 LINES

Carried in 1927

F TOTAL ADVERTISING
I NATIONAL ADVERTISING
R LOCAL ADVERTISING
S CLASSIFIED
T ADVERTISING

San Antonio Express
SAN ANTONIO EVENING NEWS

"A Gigantic Workshop
With Sky for a Roof"

THE BEAUMONT TRADE
TERRITORY

Monthly Industrial Payrolls

\$7,000,000.00

Covered Only by


BEAUMONT ENTERPRISE
AND
THE BEAUMONT JOURNAL

Ash Beckwith—He Knows

Northern Illinois Group



**Joliet Herald-News
Aurora Beacon-News
Elgin Courier-News**



**Welcome
to New York and the
Alamar**
BROADWAY & 71st ST.
Telephone, Endicott 5000

A Masterpiece of Modern Hotel Creation, Offering Every Convenience. Six hundred spacious rooms each with Bath, Shower and Servidor. For exceptional dining The Blue Room and Bonbonniere.

**TARIFF MODERATE
UNDER KNOTT MANAGEMENT**
Wire at OUR expense for Reservations!

Finding the Name That Sells

(Continued from page 16)

Anything that serves to create a favorable reaction to advertising is conceded to be worth while; and the use of individual names for products helps to create additional interest in the products on the part of the dealer and jobber as well as upon the public, according to the results obtained by several manufacturers.

For example the Guest Neckwear Company reports through one of its executives: "We find that the dealer likes a name for each article in his stock, whenever it is at all practical to name it, for it enables him to make a play on the article if he wishes to do so. Also an attractive name stimulates the salesman, because he is able to use the name as a sort of sales handle."

Names for Small Items

It is understood that this firm has a novel method of selecting the names for its various tie patterns. It chooses a name from among its successful dealers whenever it is to bring out a new and featured pattern, thus pleasing the dealer for whom it is named and giving an incentive, in a manner, for other dealers to push the firm's merchandise in the hope that they, too, will be thus favored. That accounts for such names as the "Spitalfield" among the firm's numbers.

The Esterbrook Steel Pen Manufacturing Company has done a great deal with specific names, proving that individual naming of models or patterns does not necessarily confine its favors to the larger, more distinguished articles. The company formerly had difficulty in inducing dealers to take the trouble and time to educate their customers as to the proper type of pen they should use to fit their particular form of writing because the sale was too small. So the concern began carrying out this educational work in its own consumer advertising by the use of individual names for the various models of pens manufactured.

"We found," says H. C. Shank, sales manager, "that after many years' experience in selling and advertising that about everybody who wrote at all knew of Esterbrook pens; but we found after experimentation that by indicating that certain styles of Esterbrook pens were best adapted for a certain class of work we at once centered attention on that particular pen as adapted to the needs of the writer. We then selected twelve styles to push, giving an individual name to each and

indicating what it would do; and we found this specializing of names familiarized the people with our pens for certain types of writing and was very beneficial to our business.

"We think, as a general proposition, this idea will hold good for almost any manufactured article—not to generalize (you get enough of that through publicity), but to specialize and tell the public just what a particular-named article will do, and be sure to give it a name that is easily remembered."

Dealers as a rule favor merchandise which bears a specific name, as is proved by the almost 100 per cent cooperation dealers gave Cluett, Peabody & Company with its Trump shirt, and as shown by the fact that foremost dealers in many lines have found it profitable, where manufacturers have not given individual names to products, to do so themselves.

One Retailer's Experience

Recently a Texas shoe store had a lot of about 1,500 women's novelty shoes which threatened to remain permanently in stock. Obviously something must be done quickly. The novelties already were priced low, making it rather obvious that price was not the hindrance to sales. And so, instead of making further price concessions, the store segregated the shoes according to specific models, gave each model a catchy name and began advertising each name separately both in newspaper space and in the windows. The result was that in two weeks the 1,500 pairs of novelties were practically all sold at regular prices.

There are several enterprising shoe stores which do not offer any shoe for sale which does not have an individual and easily remembered name by which to advertise it.

One objection to the use of names rather than model numbers or stock numbers, advanced by manufacturers, is that names make it more difficult for dealers to order the stock than if numbers are used. On the other hand, some manufacturers who have been using names for several years report that dealers rather like the idea of ordering by model name instead of number. In other cases manufacturers using names have a number to correspond with each name for the use of the dealer in ordering.

At any rate, there certainly is a great deal in a name, when it comes to advertising and selling.

Small Dealers—Drop Them or Hold Them?

(Continued from page 11)

are removed from list....59½%

C. Dealers reply, indicating their intention of ordering later10½%

Practically all the dealers who fall into Class C are kept on list, to be jogged up again unless they do order later. Some of their hard-luck stories would wring blood from a heart of stone. Only two indignant replies have been received this year.

A word about the letters. You will see that they are the same except for the first line or two of paragraph two. And the same order suggestion is included with each.

This is made as small as possible to make the account profitable for the year—and to put on the dealer's shelves a worth-while assortment of merchandise which should honestly be profitable to him.

Advertising Material

The promised advertising material is a good display which does not regularly go to these smallest dealers. The over-run from one of the manufacturer's regular, free distributions to active accounts is more than enough to take care of the dead dealers who come to life and place orders. The manufacturer is satisfied to give fairly expensive displays to even these small fry when he knows they have some of this merchandise in stock.

From the negligible number of indignant replies received it appears that dealers who do not accept the manufacturer's alternative are content to secure from a jobber the products for which they experience a demand. As further proof of this deduction former dealers have written, definitely stating their preference for ordering from jobbers.

Occasionally a dealer ignores the threat letter entirely, is removed from list, and later places an order. Unless this constitutes a satisfactory basis for re-establishing his account he receives a letter mentioning the warning communicate and enclosing another order suggestion.

The two form letters discussed are quoted below:

LETTER NO. 1

The year is just at its profit-producing peak for dealers who stock and display our line.

But you have sent us no orders for several months, unless within the last few days, so we are enclosing a suggestion for some popular-sized, popular-priced merchandise.

Order now and you're in time for sales at the season's height.

A RICH MARKET for

TIRES

OIL

GAS



Authentic Statistics for 1927 Show There Were
255,166

Passenger Automobiles

PASSENGER AUTOMOBILES in the 29 counties which comprise the Great Central Ohio Market, which is BEST covered by the Dispatch



Motor Vehicle Use of Ohio Highways

3,746,360,000

VEHICLE-MILES* ANNUALLY

from a Report of a Survey of Transportation on the Highways System of Ohio published in 1927.

* Vehicle-mile is defined as the movement of a motor vehicle one mile.

If each tire delivers an average of 12,000 miles it means that 312,196 tires are consumed annually on the highways of Ohio.

If each car consumes 1 gallon of gas every 15 miles, it means that 249,757,333 gals. of gas are consumed annually on Ohio's highways.

If each car changes oil every 500 miles (using 6 quarts to a change) it means that 44,956,320 quarts of oil are consumed yearly.

One-third of Ohio's Counties constitute the Great Central Ohio Market, which is intensely covered at low cost by—

Columbus Dispatch

OHIO'S GREATEST HOME DAILY

Member 100,000 Group of American Cities

National Representatives—O'MARA & ORMSBEE, Inc.

New York Detroit Chicago Los Angeles San Francisco

YONKERS

(NEW YORK)

HERALD

(EVENING)

Serves a rich home district. Enjoys the largest circulation between New York and Albany.

Population..... 110,000

Circulation 14,625 (ABC)

—Representatives—

GEORGE B. DAVID CO., Inc.
110 E. 42nd St. New York, N. Y.
1900 Wrigley Bldg. - Chicago, Ill.

THE BUSY LIFE of WILKES-BARRE, PENNA.

Focused in Wyoming Valley's greatest home newspaper. Established in the third populated center of the second most populated state in the United States.

WILKES-BARRE TIMES - LEADER

Covers a ten-mile radius of greatest wealth in the Anthracite region. Ideal for try-out work, as well as maintenance campaigns.

WILKES-BARRE TIMES LEADER

Published each weekday afternoon at 44-48 West Market St., Wilkes-Barre, Pa.

STORY, BROOKS & FINLEY

Special Representatives: New York, Philadelphia, Chicago, Los Angeles, San Francisco

GARY

INDIANA

Put The Gary Post-Tribune on Your NEW SCHEDULES and Make A NEW SALES RECORD

for this big, busy region! GARY is alive, growing, progressive. Gary is a market of more than 100,000 persons without ancient buying habits and "old home-town" prejudices. Tell them your story through Gary's only daily newspaper—

REMEMBER—Chicago circulation spreads too thin to SELL by the time it gets to Gary. There's only one way to cover Gary—that's through

The Gary Post-Tribune

(Evening)

A City of 110,000

A Trade Area of 250,000

National Representatives

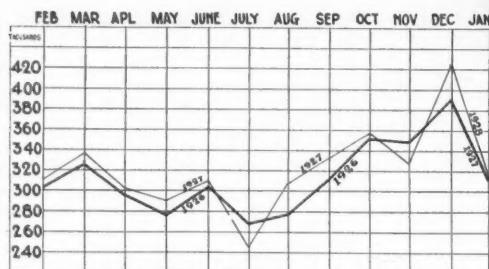
BURKE, KUIPERS and MAHONEY

NEW YORK

CHICAGO

DALLAS

35TH CITY
IN SIZE
23RD IN
POSTAL
RECEIPTS



Showing, by thousands of dollars, how the receipts of the Dallas Post Office have gained during the 12 months ending January 31, 1928, over the 12 months preceding.

IN volume of business and in buying power Dallas is a far better market than its mere size shows. In this city the trade of a rich and fruitful region centers. It is the garden land of Texas. There's not a more attractive selling field anywhere. The Dallas Morning News is the one big paper of the Dallas market. Has been for 42 years, but now more than ever.

The Dallas Journal, with a concentrated circulation of more than 40,000, gives thorough local evening coverage. Through the combination rate you can add The Journal at a fraction of any other "second" paper's cost.



The Dallas Morning News
THE DALLAS JOURNAL

The John Budd Company, Representatives

We'll send you some special window trim material to help you turn your stock into profits right away.

Unless we hear from you we shall be forced to assume that you are no longer interested in representing us. This will leave us no reasonable alternative but to remove your name from our list of dealers.

But we hope to receive your order. Even if we do not, we shall be glad at any time to be of incidental service.

Yours very truly,

P. S. You can now get our products through one of the jobbers named below at an attractive discount, and at a saving in transportation charges because such a source is so much closer to you than we are.

* * *

LETTER NO. 2

The year is just at its profit-producing peak for dealers who stock and display our line.

But your recent orders have called for a little.....only, so we are enclosing a suggestion for some popular-sized, popular-priced merchandise.

Order now and you're in time for sales at the season's height.

We'll send you some special window trim material to help you turn your stock into profits right away.

Unless we hear from you we shall be forced to assume that you are no longer interested in representing us. This will leave us no reasonable alternative but to remove your name from our list of dealers.

But we hope to receive your order. Even if we do not, we shall be glad at any time to be of incidental service.

Yours very truly,

P. S. You can now get our products through one of the jobbers named below at an attractive discount, and at a saving in transportation charges because such a source is so much closer to you than we are.

Trade Association Men Elect R. P. Stoddard

Ralph P. Stoddard of Cleveland was elected president of the American Trade Association Executives, at their meeting at Montauk, Long Island, last week. Mr. Stoddard has been secretary-treasurer of the association for two years and represents the Common Brick Manufacturers Association.

Other officers are M. I. Hemingway of the Motor Accessories Manufacturers Association of America, vice-president, and W. S. Hays, of the National Slate Association, secretary-treasurer.

Merchandising the Container Boosts Repeat Sales

(Continued from page 21)

using the golden bag, and at last some four years ago, Nutrena was first sacked in the golden bag which is now so famous all over the country.

"The color and design of our bag has been registered in the U. S. Patent Office and Nutrena is so well known as being the feed in the golden bag that I am sure it would be very easy to protect ourselves against any infringement. We have kept closely in touch with decisions rendered in favor of the Yellow Cab Company against cab companies using the yellow color, and all point to a definite attitude on the part of the courts in protecting manufacturers against unfair competition."

Inside of every golden sack of Nutrena feeds, along with feeding directions, go photographs and suggestions as to some of the many uses to which the Nutrena sack can be put. Miss Marilyn Miller, daughter of the president of the concern, is shown wearing a suit of rompers made by her mother out of a Nutrena poultry bag from a Butterick pattern which may be had in sizes for children from one to five years.

Uses for Golden Sack

The following list of uses for the golden sack is outlined: dresses for little girls; door bags for shoes or brushes; rompers for little boys; underwear for children; chair covers or backs; couch or lounge covers; Ford seat covers; draperies or curtains; fancy pillow covers; automobile covers; men's handkerchiefs; polishing cloths; costumes for parties; aprons; dust cloths; table covers; school bags for books; decorations for booths; book covers; doll dresses; washstand covers; bed spreads; card table covers; automobile polishers; smocks; tea towels; nursery curtains; rag bags; laundry bags. "Use the Golden Sack for many things about the home," the farmer and his family are advised.

"When the Nutrena Golden Bags were first put on the market," said Mr. Miller, "we had one out of several hundred dealers who wrote us expressing some doubts and misgivings as to whether the idea would work. The rest were enthusiastically for it.

"Since that time our dealer list has grown to around 6,000, and it would

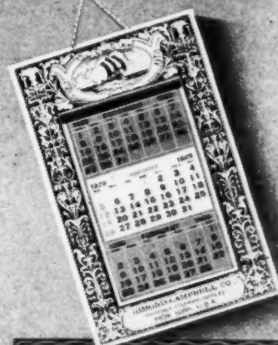
be absolutely impossible for us now to get away from the golden bag. It is too much a part of our business. Next to the name, Nutrena, which is registered in the U. S. Patent Office, it is the most valuable asset we have. Thousands of feeders all over the country go to our dealers and ask for the feed in the golden bag."

"All the young ladies in our office force wear golden smocks. These smocks, too, are furnished in a variety of sizes to our dealers at cost for their stenographers and clerks. We also supply our dealers with very bright golden colored unionalls with the name, Nutrena, across the back, and find both the smocks and unionalls very popular.

Printing Fades Out

"The dye used in the bags is fast, while the printing will fade out with two or three washings. We continually are getting letters about and pictures of things made out of Nutrena bags. Baby Marilyn was not put in our first enclosures. She was about two years old when the first picture of her was taken, but Mrs. Miller had made many attractive things out of Nutrena sacks. Tea towels, bridge table covers, kitchen aprons, etc., were among the first she fashioned. Marilyn has grown to be quite a girl, but she still has a golden play suit. She also has a baby sister, Dorothy Jean, just 12 weeks old, who before long will be crawling around. Her mother will have no trouble finding her, for she will be wearing golden rompers.

"Since the first use of the Nutrena golden bag, two other feed manufacturers have attempted to utilize a similar idea. One came out with a green bag, another with a red bag. These evidently have not been popular, for the sale of one has been dropped and that of the other has made little progress. I believe this goes to show that the wrong use of color is worse than the use of no color at all. Manufacturers have put on the market a great many color combinations which have not been successful. There are many articles which in my opinion will not sell so well in color as in white. If four years ago we had adopted the wrong color for our bags, we would have been sorry. But the right container has meant a great deal."



METAL CALENDARS "BUILD" THE WHOLE YEAR 'ROUND

Metal calendars don't go into the waste basket or on some obscure wall space. Calendars like the one illustrated and many others in the Grammes line get "preferred position" and are active indefinitely.

The Grammes staff of merchandisers and designers will gladly create a metal calendar for you or your business. There's no obligation involved.

**L. F. GRAMMES &
SONS, INC.**
Allentown, Pa.
New York Chicago

LITHOGRAPHED LETTERHEADS

As low as

\$1.15 per M

Black Ink

On 20-Lb. White Bond

Direct mill purchases of paper in large quantity plus special intensive production make possible the following low prices:

No. 1 20-lb. White Bond

500,000.....	\$1.15	per M
250,000.....	1.18	per M
100,000.....	1.20	per M
50,000.....	1.25	per M
25,000.....	1.45	per M
12,500.....	1.70	per M
6,250.....	2.25	per M

20-lb. Hammermill Bond

500,000.....	\$1.75	per M
250,000.....	1.85	per M
100,000.....	1.90	per M
50,000.....	2.05	per M
25,000.....	2.35	per M
12,500.....	2.70	per M
6,250.....	3.50	per M

Minimum Quantity 6,250

Engravings made at actual labor cost.

Prices F. O. B. Chicago, Ill.

We are serving thousands of large firms throughout the country. Let us send you samples

Letterheads in colors at correspondingly low prices

Peerless Lithographing Co., Inc.

1714-20 No. Robey St.
Chicago, Ill.

In harmony with its container, all stationery and printed matter of the Nutrena Mills is golden in color. This material includes entry blanks for stock shows, billheads, letterheads, blanks for sending in mailing lists, four-page letters to feeders, enclosures for the sacks, confirmations of sales, envelopes, signs, etc.

The adoption of a novel container for its product—a sack which the consumer could remember even if he didn't recall the trade-mark—is the foundation on which rests the company's present large volume.

August Newspaper Lineage in Forty-One Cities

(Continued from page 34)

HOUSTON			
	1928	1927	Change
Chronicle	1,041,866	986,440	+ 55,426
Post-Dispatch	920,192	874,846	+ 45,346
*Press	585,592	556,584	+ 29,008
Totals	2,547,650	2,417,870	+129,780
DES MOINES			
	1928	1927	Change
Register	652,880	628,218	+ 24,662
*Tribune	771,715	706,512	+ 65,203
Totals	1,424,595	1,334,730	+ 89,865
BRIDGEPORT			
	1928	1927	Change
Telegram	585,908	540,555	+ 45,353
Post	607,467	548,253	+ 59,214
Sun. Post	97,759	98,129	- 370
Times-Star	366,439	331,389	+ 35,050
Sun. Herald	63,269	51,622	+ 11,647
Totals	1,718,842	1,569,948	+148,894
FORT WORTH			
	1928	1927	Change
Star-Telegram	755,552	689,542	+ 66,010
Record-Telegram	454,552	356,370	+ 98,182
Press	425,590	424,200	+ 1,390
Totals	1,635,694	1,470,112	+165,582
MEMPHIS			
	1928	1927	Change
Commercial Ap.	1,046,136	1,007,272	+ 38,864
Evening Appeal	561,498	627,480	- 65,982
Press Scimitar	637,420	649,117	- 11,697
Totals	2,245,054	2,283,869	- 38,815
MIAMI			
	1928	1927	Change
Herald	502,957	544,446	- 41,489
News Metrop.	320,327	442,509	-121,982
Totals	823,284	986,755	-163,471
ROCHESTER			
	1928	1927	Change
Journal	719,584	795,129	- 75,545
Times-Union	948,877	974,426	- 25,549
Dem.-Chronicle	1,070,964	1,286,866	-215,902
Totals	2,739,425	3,056,421	-316,996
SALT LAKE CITY			
	1928	1927	Change
Tribune	885,374	846,104	+ 39,270
Telegram	480,088	428,778	+ 51,310
News	426,356	313,138	+113,218
Totals	1,791,818	1,588,020	+203,798
SYRACUSE			
	1928	1927	Change
Journal-Amer.	720,153	605,969	+114,184
Herald	796,075	731,626	+ 64,449
JPost-Standard	638,638	579,572	+ 59,066
Totals	2,154,866	1,917,167	+237,699
TOLEDO			
	1928	1927	Change
Blade	1,096,679	1,069,900	+ 26,779
News-Bee	693,356	667,600	+ 25,756
Times	261,338	238,574	+ 22,764
Sunday Times	320,866	315,826	+ 5,040
Totals	2,372,239	2,291,900	+ 80,339
WORCESTER			
	1928	1927	Change
Telegram	622,692	565,663	+ 57,029
Sun. Telegram	190,474	163,912	+ 26,562
Gazette	664,937	617,904	+ 47,033
Totals	1,478,103	1,347,479	+130,624

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established seventeen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown building, Buffalo, N. Y.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty-year-old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Avenue, Buffalo, New York.

Index to Advertisers

	Page		Page
Alamac Hotel	60	Hearst Newspapers	32-33
American Weekly	39	Home News, The	1
Associated Envelope Mfrs.	48	Life Magazine	55
Audit Bureau of Circulation	49	Los Angeles Evening Herald ...	41
Beaumont Enterprise & Journal .	59	Los Angeles Examiner	37
Business Telephone Directory ...	47	Molloy Co., David J.	Cover
Campbell Ewald Company	26-27	New York Sun	8
Chattanooga Community Ass'n..	2	New York Times	7
Chicago Evening American	35	Newark News	6
Chicago Tribune	Cover	Northern Illinois Newspapers ..	60
Cleveland Press	29	Peerless Litho. Co., Inc.	63
Columbus Dispatch	61	Providence Journal	54
Crowell Publishing Co.	57	Reliance Engraving Company ...	59
Dallas News	62	Review Chronicle Nat'l. Adv. Bu-	
Des Moines Register-Tribune ...	43	reau	3
Durolite Pencil Comany	53	San Antonio Express	59
Einson Freeman Co., Inc.	Cover	Textile World	4
Engraved Stationery Mfrs.	45	Ullman Studios, Martin, Inc. ...	51
Fort Worth Star-Telegram	52	Washington Post	58
Gary Post-Tribune	62	Wilkes-Barre Times-Leader	61
Gibbons, J. J., Ltd.	64	Yonkers Herald	61
Grammes, L. F., & Sons, Inc. ..	63		
Harrisburg Telegraph	58		

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We will reprint at cost plus ten per cent for postage and packing any article in this or other issues of SALES MANAGEMENT.

In every issue there are articles which profitably could be sent to business associates, customers, or friends of some of our readers. We shall be pleased to quote prices in any quantity desired.

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